

# Commissioner's Report

18 March 2020

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**MAYOR OF LONDON**



# About Transport for London (TfL)

Part of the Greater London Authority (GLA) family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo Line Extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing TfL fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

1	Introduction	5
2	Scorecard	7
3	Safety and security	12
4	Healthy Streets and healthy people	25
5	A good public transport experience	51
6	New homes and jobs	66
7	Our people	71
8	Securing value and generating income	79



# I Introduction

This report provides a review of the last four years and of major issues and developments since the Board meeting of 22 January 2020.

With the Mayor we are committed to creating a fairer, greener, healthier and more prosperous city. This supports the Mayor's transport Strategy and means providing an affordable and modern transport network that works for all Londoners.

The Mayor's Transport Strategy sets out an ambitious programme to improve transport and the wider quality of life for Londoners up to 2041 and prioritises healthy streets and healthy people; a good public transport experience; and supporting new homes and jobs.

From our safety commitment to eliminate all deaths and serious injuries on our network, to launching the Night Tube, and implementing the world's first Ultra Low Emission Zone, we have helped transform travel in London for the better and have made significant progress towards ensuring our transport system is fit for the 21st century.

Our record programme of investment over the last four years has successfully delivered major improvements and revitalised the transport network despite ongoing difficult financial conditions, including the loss of government grant and a subdued economy.

We also successfully responded to the Mayor's challenge to modernise and save money without sacrificing our investment

programme. Over the last four years we have made unprecedented progress in reducing our year-on-year, like-for-like operating costs through a wide-ranging savings programme to create a leaner, more modern organisation.

This transformation has also seen us diversify our income base and generate long-term revenue to reinvest back into our network. Since 2016, we have developed an extensive pipeline of sites which will deliver 10,000 new homes across our estate and are on-track to become one of London's leading operators of rental housing. We have also taken advantage of our exciting retail spaces to improve our customer experience by securing a diverse mix of pop-ups and global brands across our network and maximise our commercial return.

We have also advanced our global consultancy operation and revolutionised our advertising estate, one of the most valuable in the world, by investing in new digital screens and capitalising on commercial opportunities for advertisers.

Of course, none of this would be possible without the hardworking people across the organisation who serve the capital, help us to modernise the network, maintain it and keep London moving day and night.



# 2 TfL Scorecard

## Period II

### Breakdown of scorecard measures categories:

Safety and Operations: **25%**    Customer: **25%**    People: **25%**    Financial: **25%**

■ Achieved    
 ■ Partially achieved    
 ■ Not achieved

Long-term objectives	2019/20 scorecard	Period II		Year to date	
Outcome	Measure	Actual	Target	Actual	Target
<b>Healthy Streets and healthy people (12.5%)</b>					
London's transport system will be safe and secure	Reduction in people killed or seriously injured on the roads from 2005-09 baseline <sup>1</sup>	n/a	n/a	39.4% (186 fewer people than in 2018) <span style="color: orange;">■</span>	42.3% (371 fewer people than in 2018)
	Reduction in people killed or seriously injured involving buses from 2005-09 baseline <sup>1</sup>	n/a	n/a	61.8% (15 fewer people than in 2018) <span style="color: green;">■</span>	58.7% (no more people than in 2018)
London's streets will be clean and green	Number of London buses that are Euro VI compliant <sup>2</sup>	100 <span style="color: green;">■</span>	n/a	8,200 <span style="color: green;">■</span>	8,200
London's streets will be used more efficiently and have less traffic	Traffic signal changes to support healthy streets (person hours per day)	2,060 <span style="color: green;">■</span>	875	15,775 <span style="color: green;">■</span>	15,000
More people will travel actively in London	Health Streets check for designers <sup>3</sup> (average % uplift)	n/a	n/a	13 <span style="color: green;">■</span>	10

Safety and operations (25%)

1. Measured in calendar years and a month in arrears. Calendar year 2019 runs to period 10, therefore, no results are reported for period II. YTD is Jan - Dec 2019. These are provisional estimates and may be subject to change. Between January to December 2019, provisional estimates indicate 3,879 people were killed or seriously injured on roads compared to 4,065 between January to December 2018. Between January to December 2019, provisional estimates indicate 224 people were killed or seriously injured in collisions involving buses compared to 239 between January to December 2018.

2. The full year target for this measure is 8,350 buses. There are no periodic targets due to the unpredictability of when operators will offer new buses. The retrofitting programme is on track

3. This is a cumulative measure, so period targets are not set

Long-term objectives	2019/20 scorecard	Period II		Year to date		
Outcome	Measure	Actual	Target	Actual	Target	
<b>A good public transport experience (30%)</b>						
Public transport will be accessible to all	Reduction in customer and workforce killed or seriously injured <sup>1</sup> (compared to 2018/19) <sup>4</sup>	22 fewer people ■	7 fewer people (2.5% reduction)	42 more people ■	85 fewer people (2.4% reduction)	Safety and operations (continued)
	Additional time to make step-free journeys (minutes)	n/a	n/a	9.0 ■	8.5	
Journeys by public transport will be fast and reliable	Tube excess journey time (minutes)	4.78 ■	4.47	4.94 ■	4.47	Safety and operations (continued)
	Weighted bus customer journey time (minutes)	32.1 ■	32.8	32.2 ■	33.5	
	Customer satisfaction (percentage of Londoners who agree we care about our customers <sup>5</sup> )	n/a	n/a	53 ■	53	
The public transport network will meet the needs of a growing London	Deliver key investment milestones (%)	100 ■	90	94 ■	90	Customer (25%)
	Key Elizabeth line delivery milestone: start of TfL Rail/ Elizabeth line service between Paddington and Reading	n/a	n/a	Dec-19 ■	Dec-19 ■	

4. In period II, 167 customers and workforce were killed or seriously injured, compared to 189 in period II, 2018. Between period I and period II 2019, 1,992 customer and workforce were killed or seriously injured compared to 1,950 between period I and period II 2018.

Long-term objectives	2019/20 scorecard	Period II		Year to date		
Outcome	Measure	Actual	Target	Actual	Target	
<b>New homes and jobs (2.5%)</b>						
Transport investment will unlock the delivery of new homes and jobs	The cumulative percentage of affordable homes on TfL land with planning applications submitted – post May 2016 (%)	n/a	n/a	55 <span style="color: green;">■</span>	50	Customers (continued)
<b>Mode share (15%)</b>						
80% of journeys will be made by sustainable modes in 2041	Public transport tips (millions)	309 <span style="color: green;">■</span>	305	3,353 <span style="color: green;">■</span>	3,309	
	Average kilometres cycled per day <sup>5</sup> (thousands)	n/a	n/a	546 <span style="color: orange;">■</span>	549	
<b>People (25%)</b>						
A capable and engaged workforce representative of London	Workforce representativeness – all staff (%)	n/a	n/a	70.8 <span style="color: green;">■</span>	70.7	People (25%)
	– director/band 5 (%)	n/a	n/a	38.3 <span style="color: green;">■</span>	38.2	
	Inclusion index (%) <sup>6</sup>	n/a	n/a	47 <span style="color: green;">■</span>	46	
	Total engagement (%) <sup>6</sup>	n/a	n/a	57 <span style="color: green;">■</span>	57	
<b>Financial (25%)</b>						
We cover our costs and we are prudent	Net operating surplus (£m)	56 <span style="color: green;">■</span>	5	560 <span style="color: green;">■</span>	494	Financial (25%)
	Investment programme (£m)	157 <span style="color: red;">■</span>	151	1,220 <span style="color: red;">■</span>	1,291	

5. Measured in calendar quarters, and reported one quarter in arrears. YTD is Jan - September 2019.

6. Final results

Our Period II scorecard covers 5 January to 1 February 2020.

### **Safety and Operations**

Our year to date (YTD) figures show that we are just below our target of reducing the number of people killed and seriously injured on London's roads. Although we met our YTD target for people killed or seriously injured in incidents involving buses, we know there is a lot more work to do in this area.

Although our customer and workforce killed or seriously injured target for this period was 22 fewer people than the same period last year, we must remain focused on this along with our other safety targets to ensure we do everything we can to achieve these for the remaining two periods this year.

Reliability continues to be behind target on London Underground however, we have robust plans in place to continue to address this. Although we are unlikely to achieve the reliability target for this year, we will do everything we can to improve reliability on the network.

We do however remain on target so far this year for our other Safety and Operations measures.

### **Customer**

All of the key investment milestones have been delivered, and we remain on track for more than half of the homes in the planning applications we bring forward to be affordable.

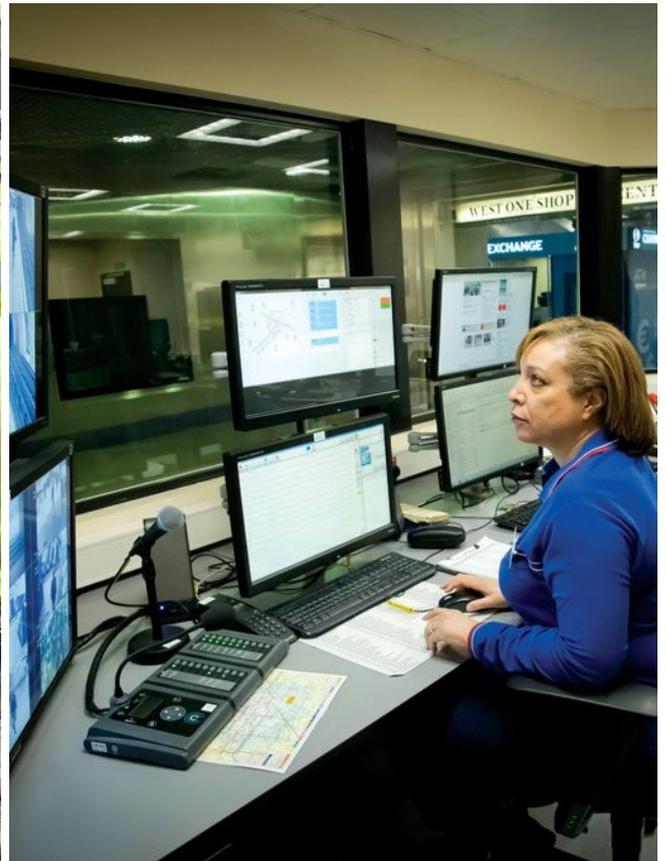
Public transport trips were above target for Period II with 3,353 million trips compared to a YTD target of 3,309.

### **People**

Our latest YTD workforce diversity results show the good progress we have made on overall workforce diversity having very slightly exceeded both our 'all staff' and senior management representativeness.

### **Financial**

Our strong financial performance has continued. However, we did not meet our investment target this period. We will continue to monitor this closely over the coming periods.



# 3 Safety and security

## Overview

We have always maintained safety as our number one priority. In particular, road danger is the single largest safety issue on London's streets. Every death and injury on our roads has a devastating impact on those involved and we do not consider these to be inevitable.

This is why, working alongside the Metropolitan Police Service (MPS), we committed to Vision Zero and to eliminating all deaths and serious injuries across our network by 2041. This commitment is embedded throughout the organisation and has culminated in a range of measures including lowering speed limits; reducing danger through our Safer Junctions programme; and introducing the world-leading Bus Safety Standard, which includes ground-breaking speed-limiting technology and slip-reduction measures, across all new London buses.

Our jointly-funded Roads and Transport Policing Command is now the largest policing command in the UK, with more than 2,000 uniformed officers. It works around the clock to reduce road danger and has an intensified focus on the most dangerous drivers. We are implementing a huge range of junction improvement work across the city and have also just launched our world-leading Direct Vision Standard which will take the most

dangerous Heavy Goods Vehicles off our roads.

We continue to remember those who lost their lives or were injured in the devastating Croydon tram overturning in November 2016. Since the incident, we have continued to introduce additional safety measures on our tram network and those across the UK to ensure that such a tragedy never happens again.

A key focus for us in recent years has been the safeguarding of all customers who use our services. Two years ago, London Underground experienced the highest number of suicides for almost 20 years. We formed the Suicide Prevention Team in response to this extremely concerning trend and gave it a wide remit to identify what we could do to reduce the number of tragic incidents.

Using a detailed data-driven approach, and working closely with colleagues in Network Rail, the British Transport Police and academia, we formulated a series of initiatives and deployed them across the network. The central focus was on training front-line colleagues to identify and respond to vulnerable people in a safe and empathetic way. This training began in August 2018 and over 3,400 members of station staff have been trained since.

The positive impact of the programme has been evident. Suicides on the network have fallen by around 30 per cent in two years. On London Underground, we now successfully intervene with vulnerable people at least 10 times every week.

To recognise this good work, we introduced the Life Saver award scheme for those who made best-practice interventions, featuring a bespoke badge and signed letter from London Underground Managing Director Andy Lord. Over 600 staff have now received this recognition.

Together with the Mayor, we are also committed to ensuring every single customer, on any part of our network, receives the same high quality of service and can travel in London without fear of being abused. Our work has included implementing comprehensive diversity training for all staff, including bus drivers to ensure our network is open and available to everyone. Since 2016, we have continued to work closely with the police to tackle unwanted sexual behaviour on public transport through the Project Guardian partnership, which has led to a significant rise in reporting and more than 1,500 arrests.

We have also strengthened track-access safety for our staff who work in high-risk areas of our network. Following the fatal incident involving two members of the

Network Rail track team who were hit by a passenger train near Margam in South Wales on 3 July 2019, we took the opportunity to emphasise the importance of working safely. We briefed staff at our hubs at Acton, Beckton and Stratford Market on the incident, including lessons learned on what we can do as a community to protect ourselves and our colleagues at work and getting home safely.

In addition, we ensured 380 of our colleagues, who are certified to provide protection for workers on the track, attended a safety stand-down forum over two weeks. We repeated this over the winter to keep the insight fresh and sustain both motivation and dedication and will continue to hold refresher sessions. We also held one-to-one sessions safety and wellbeing. As a result, we introduced a monthly newsletter, now in its sixth edition, highlighting current affairs, commendations and statistics that help keep our colleagues, particularly those working at night, informed and up to date.

All 380 track protection colleagues have received connect radios and completed classroom-based training on improved operational communication, as well as radio training. This training was completed within seven weeks.

We are continuing to work toward a safer working environment and are encouraging colleagues to share lessons learned.

### **Croydon tram overturning**

The Rail Accident Investigation Branch conducted an independent investigation and published its report in December 2017. It included 15 recommendations to address safety on London's tram network, as well as other networks across the country. We have made significant progress to implement these recommendations. The majority have been completed, with the remaining in the late stages of implementation. We have fitted, and are in the process of introducing into service a new system on all 35 trams that will automatically apply the brakes and bring a moving tram to a controlled stop if it exceeds the speed limit at designated locations. In February 2020, a demonstration of the system with Trade Unions present took place.

We continue to work closely with the Office of Rail and Road (ORR) to ensure it remains satisfied with our progress. We are implementing the recommendations by working closely with all parties concerned, including the Rail Accident Investigation Branch, Office of Rail and Road, Light Rail Safety and Standards Board, and the wider UK tram industry.

The Coroner has held two pre-inquest review hearings to agree the timetable

and scope for the inquests. Disclosure and evidence must be provided to the Coroner by the end of March 2020 and a third pre-inquest review hearing will take place on 1 June 2020. The inquests are expected to begin on 14 September 2020. The victims and all others affected by this incident remain in our thoughts. We continue to offer support to those people directly affected as well as the wider community.

### **Coronavirus (Covid-19)**

We continue to follow the advice and guidance issued by Public Health England and are regularly reviewing operational and contingency plans to ensure the transport network is fully prepared for all scenarios.

### **Orpington bus crash**

Following the tragic crash that took place on 31 October 2019 where our colleague, Kenneth Matcham, died at the scene after a car and two single-decker buses collided, we are commissioning an independent collision investigation to examine bus cab integrity under crash conditions. This study will begin in spring 2020, with a view to understanding whether bus manufacturers can improve the strength of the cab area to give more structural protection for the driver.

### **Vision Zero**

From 22 January to 15 March 2020, the Roads and Transport Policing Command

Our “Watch your speed” campaign aims to show drivers the perspective of friends and family when they drive too fast



ran a series of week-long operations across London to tackle some of the key causes of road danger: speeding, driving without insurance, driving without seatbelts and unsafe vehicles. During one weekend operation on the A10 in Enfield, 21 drivers were reported for excess speed, including one driving at 90 miles per hour (mph) in a 40mph limit area. In Barnet, a white BMW was stopped for travelling at 58mph in a 30mph limit area. When stopped, the driver gave false personal details and claimed not to know details about the vehicle. Prolonged enquires revealed his true identity, which resulted in him being arrested for excess speed, no insurance and not driving in accordance with his licence. The vehicle was also seized.

The Roads and Transport Policing Command also ran a week of enforcement and engagement activity targeting speeding across London. This included Junior and Community Roadwatch sessions, mobile and static speed enforcement operations and public engagement activities.

As part of a focus on speed, from April 2020, with the MPS we plan to launch a

new Speed Enforcement team who will identify speeding drivers across the capital. This team will complement existing speed enforcement activity undertaken by the 2,000-strong team, as well as enforcement through our extensive safety camera network. The team, equipped with the latest laser video speed enforcement technology, will maximise coverage across London, responding to intelligence and local community concerns about speeding on residential roads.

The new speed enforcement team is part of our speed enforcement action plan which aims to significantly increase levels of speed enforcement through the effective and coordinated roadside and safety camera enforcement activity. It will support the rollout of lower speed limits with enforcement being an important measure for improving compliance on these roads.

### **Lowering speed limits**

On 2 March 2020, we launched new 20mph limit on our road network in central London, which will play a key role in the Mayor's Vision Zero ambition to eliminate death and serious injury from

London's transport network. The new speed limits are being enforced across all of our roads within the Congestion Charging Zone, including Millbank, Victoria Embankment and Borough High Street, following strong public support for the proposals.

To support these speed reductions, we have recalibrated speed cameras in central London and are using mobile speed cameras to ensure that drivers are complying. A marketing and communications campaign was launched to announce the speed limit change and educate drivers on the purpose of the new limit. This is closely aligned with our current "Watch your speed" campaign.

Phase two is now underway and we are working with boroughs and the public to introduce lower speed limits on a further 140km of our road network in inner and outer London.

### **"Watch your speed" campaign**

The "Watch your speed" campaign, which launched in 2019 across multiple channels, including TV, radio, outdoor advertising and video on demand, has seen an additional phase run in February and March 2020. This campaign is a key behaviour change contributor to further our aim of eliminating death and serious injury on London's roads.

We know that driving at an inappropriate speed has become too commonplace and the associated risks are underestimated.

We held our most recent "We Stand Together" campaign on 22 January 2020



This campaign aims to show the driver, through the perspective of their friends and family that they are driving too fast.

### **Travel safe areas**

We have been trialling the effectiveness of local interventions using communications, engagement and visible policing to tackle locations where risks are highest. Two pilot areas were launched in Camden and Shoreditch in November 2019 and a further two in March 2020 in the London Boroughs of Enfield and Newham. In these latter pilot areas, community engagement is being led by the boroughs and we will also test the effectiveness of geographically targeted radio adverts and other communications designed to make the messages specific and locally relevant.

These initiatives are designed to be low-cost and relatively quick to introduce. If successful in reducing unsafe behaviour, they can form part of a Vision Zero toolkit and can be introduced rapidly in response to specific community concerns.

### **Hate crime**

On 22 January 2020, the British Transport Police (BTP) and the MPS conducted our first “We Stand Together” hate crime engagement day this year, which focussed on tackling antisemitism. Our message is clear: everyone is welcome on London’s public transport network and we will not tolerate any hateful abuse towards any of

our passengers or staff. We stand together with all communities against intolerance and ignorance.

In total, 39 community engagement events were held, including visits to 17 synagogues across London and a stand at Paddington station in collaboration with the Jewish Police Association. A meeting with the Community Safety Trust was also held to raise awareness of hate crime reporting and encourage partnership working. As part of the engagement days, officers distributed our #WeStandTogether partnership leaflets, as well as materials from the Holocaust Educational Trust.

On 19 February, the MPS Safer Transport Teams and the BTP, ran a further hate crime engagement day focused this time on raising awareness of reporting hate crime among the lesbian, gay, bisexual and transgender (LGBT+) community.

### **Tackling knife crime and serious youth violence**

Our partners in the BTP and MPS continue to prioritise tackling serious youth violence and knife crime on our network. As part of daily operations across London, the MPS proactively patrol at hotspots of robbery and violence. In the first two weeks of January, targeted weapon sweeps took place at all transport hubs in Barnet, Brent and Harrow. A total of six

arrests were made for various weapon and drug related offences.

In an eight-week period from January to March 2020 the BTP, in partnership with their Violent Crime Task Force, targeted five priority locations on the east end of the District line, providing support to our staff and protecting the travelling public. Our revenue compliance staff were involved in the operation. This operation sends a clear message to those intent on criminality on London Underground that they will be stopped, searched, and where necessary, arrested. A total of ten arrests were made, with a further eight offenders dealt with by other judicial disposals for offences such as public disorder, drug offences, and robbery. Revenue officers from London Underground and the train operator C2C issued 448 penalty fare notices, with 79 people reported to court for fare evasion.

### **Publication of taxi and private hire journey-related sexual offences**

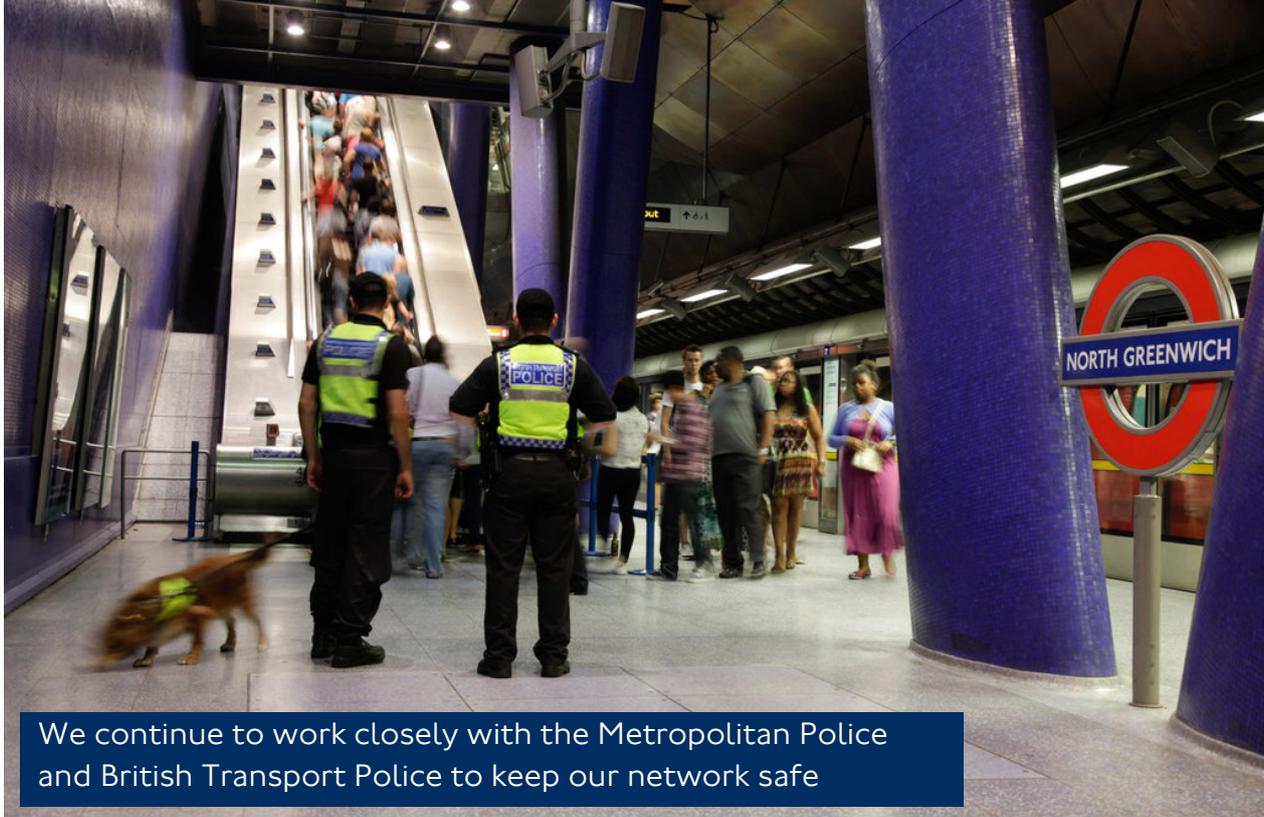
Tackling unwanted sexual behaviour in taxis and private hire vehicles, as well as on public transport, remains a priority for us and our policing partners.

With more than 109,000 licensed private hire drivers and around 22,000 licensed taxi drivers in London, millions of taxi and private hire journeys are made every year. The majority pass without incident. However, we are working with our

partners in the police to crack down on the tiny minority of drivers who offend and put passenger safety at risk. Key activities include:

- Taxi and private hire compliance officers undertaking regular checks of licensed operators, drivers and vehicles to identify non-compliant or illegal activity
- Targeted plain clothes and high-visibility operations to identify and deter offenders
- Encouraging anyone who experiences unwanted sexual behaviour to report it to us and the police
- Taking licensing action against licensees where appropriate
- Issuing joint TfL and police guidance to all private hire operators on how to report alleged or suspected criminal conduct to the police in an appropriate and timely way.

On 31 January 2020, we published the latest information about sexual offences committed by taxi and private hire drivers against passengers which were reported to the MPS and City of London Police in 2018. While the data shows an increase in reports, this was anticipated following our work with the police since 2017 to issue guidance to all private hire operators in late 2017. The guidance stressed the importance of reporting



We continue to work closely with the Metropolitan Police and British Transport Police to keep our network safe

criminal conduct to the police in an appropriate and timely way to ensure the incident is investigated. We know that sexual offences are underreported across society, with many victims choosing not to report incidents to the police.

Transport is no exception. Many of the allegations now being passed over to the police may have previously gone unreported. Every single report is taken seriously and investigated by both the police and us.

In 2018, there were 17 drivers charged for 21 offences. Two of those drivers were charged with more than one offence. Sixteen of the drivers were licensed taxi and private hire drivers at the time of the offence. None of them currently holds an active TfL licence.

### **Tackling unwanted sexual behaviour on London's public transport**

Our important work with the BTP and MPS to tackle unwanted sexual behaviour on London's public transport system continues. As part of Project Guardian we

have been working to increase confidence in the reporting of sexual offences, reduce the risk of becoming a victim, challenge unwanted sexual behaviour and target offenders. An important focus of this work has been on enhancing police investigation and support for victims.

A recent example of our work to pursue offenders and bring them to justice includes Tawanda Zuva, 37, who was found guilty of sexual assault in January 2020. He approached a 30-year-old woman who was with a group of friends and sexually assaulted her on the platform at Victoria station. He was jailed for 10 weeks and given a seven-year Sexual Harm Prevention Order.

Coinciding with Sexual Abuse and Sexual Violence Awareness Week, we took part in the Rail Delivery Group's workshop, Tackling sexual harassment and sexual assault on the UK rail network, which explored ways in which the rail industry can tackle unwanted sexual behaviour and the harm and fear it can cause to both

customers and staff. The Rail Delivery Group is working with the rail industry to replicate the approach and successes of Project Guardian on a national level. We are pleased to be part of this important initiative.

### **Uber London Limited vs TfL**

On 25 November 2019, we notified Uber London Limited (ULL) that it would not be issued with a private hire vehicles operator's licence at the expiry of its current licence. ULL submitted an appeal to Westminster Magistrates' Court on 13 December 2019.

At a procedural hearing on 27 February 2020, the Chief Magistrate considered whether the Licensed Taxi Drivers' Association (LTDA) and United Trade Action Group (UTAG) should be given permission to participate in the appeal. The Chief Magistrate decided that the LTDA would assist her in the fair and just resolution of the appeal and granted the LTDA but not UTAG permission to participate in the appeal.

The dates for the hearing have been set for 6, 7, 8 and 10 July 2020.

### **TfL-wide protective security programme**

We have delivered several important measures as part of our protective security programme which looks to create a coherent, holistic, risk-based and proportionate security strategy.

We successfully implemented a new security pass system across our head office buildings and have rolled out security awareness training to staff across corporate and non-operational businesses. Tailored transport-sector security information has also been made available on Source, our internal intranet. A new procedure for managers and senior staff to help strengthen protection against internal threats to our security is being finalised. This ensures a single process is used, with robust case management and referral processes built into the guidelines.

### **Bus Safety Standard**

We started our pilot of our Acoustic Vehicle Alerting Systems on electric buses on route 100 between St Paul's Cathedral and Shadwell DLR station on 18 January 2020. From 17 February 2020, we began extending the rollout to new double-deck battery-powered buses on route 94 from Acton Green to Piccadilly Circus, including Oxford Street.

This signature sound has been developed for new types of quiet-running buses in London, so they will be heard and will be universally recognisable from other road users.

This step was taken following detailed engagement with disability groups, bus drivers, operators, trade union representatives and other transport

stakeholders. The chosen sound aims to be an effective warning to vulnerable road users of the approach and changing speed of a bus, particularly to visually-impaired people, pedestrians and cyclists. It is also designed not to be overly intrusive to neighbours. We also want this alert system to help us with our Vision Zero target of no one being killed on or by a bus by 2030.

It is one of a range of safety features appearing on new buses in London as part of a revised vehicle specification called the Bus Safety Standard. This includes better visibility side mirrors, more resistant anti-slip floors, dashboard warnings for drivers of potential unintended acceleration and Intelligent Speed Assistance which helps regulate the bus to a digital road speed map of London.

The number of buses in the fleet fitted to meet the new standard now stands at 129 vehicles. A bigger proportion of the fleet – 1,229 buses (13 per cent) – is fitted with Intelligent Speed Assistance which was already installed ahead of the standard.

The Bus Safety Standard will adopt more advanced safety technology and designs in 2021 and 2024. If technologies are ready in between the specifications being revised, we will bring them in early, such as camera monitoring systems, which are being trialled by several operators. One

advantage of cameras is that they are much smaller than mirrors and do not stick out from the side of vehicles. More importantly, they give drivers a much better digital view down the side of the vehicle, particularly in bright and low-light conditions or at night.

To make the most of safer vehicles, we also continue training our 24,700 bus drivers through a training course called Destination Zero. So far, around 7,868 drivers have completed the training. This supports the Bus Safety Standard as more risk-averse driving and better bus designs and technologies can help avoid and reduce the impact of injuries. The learning material and virtual-reality headsets give a drivers' eye view of potential highway risks and invite attendees to select the best course of action under the circumstances. The course runs until the end of the year due to the large volume of attendees.

### **Bus driver fatigue management**

In January we began reviewing driver fatigue risk management systems put forward by four bus operators in London, as we look to develop safer ways of running services in the capital. These will be refined in summer 2020 into finalised systems for implementation, that respond to the recommendations of independent research by Loughborough

University and the Swedish National Road and Transport Institute.

We are also launching a £500,000 fund for bus driver fatigue innovation this month, so operators can look at other initiatives they might want to take up in this field and offset the costs.

In a related wellbeing initiative, we have been deploying a health-awareness bus at garages since 4 November 2019. Occupational health staff provide advice and conduct screenings to identify issues

or risk factors that could contribute to poor health and fatigue. This project fulfils the wider aims of Vision Zero and healthier working and is supported by us, the Unite the Union and bus operators.

#### **Fire safety**

We are undertaking a wide-ranging review of how we manage the risk of fire across the organisation. Our review has instigated several updates in our fire safety rules and several of our procedures. Our cross-functional team is working to remind local operations,

We continue to rollout our Bus Safety Standard including better visibility cameras



projects and maintenance teams of existing and updated procedures, and is managing a broader project to ensure that our overall approach is robust, effective and sustainable. The project will also ensure that accountabilities are clear across the organisation.

### **Supplier health and safety**

We continue to roll out our supplier assurance methodology across the capital delivery areas. This provides confidence that our suppliers can deliver safely and manage their employees and the environment in accordance with legislation and our expectations.

We share information from our engineering, construction, operations and maintenance teams to enable a risk-based approach to supplier management. We have seen a consistent increase in assurance activities. Our most recent findings show that:

- Our suppliers have increased their focus on improving leadership and culture
- Our suppliers are working together for continual improvements
- The vast majority (82 per cent) of our major project suppliers are fully compliant with the objectives in the Supplier Assessment.

### **Safety, Health and Environment Week**

As part of our work to deliver Vision Zero, we will be holding three Safety, Health and Environment (SHE) weeks in March and June 2020. The first week will run from 30 March to 2 April 2020 and will focus on what it means to be an SHE leader, emphasising personal responsibility and considering safety, health and environmental factors in all our day-to-day decisions.



# 4 Healthy streets and healthy people

## Overview

As outlined in the Mayor's Transport Strategy, since 2016 we have successfully completed work to reduce traffic dominance and encourage record numbers of people to walk, cycle and use public transport.

The overall share of journeys made by walking, cycling or public transport is now at 63 per cent, up from around 50 per cent in 2000. This is the equivalent to removing approximately 2.9 million private vehicle trips from London's roads every day. Together with the Mayor, we are committed to helping all Londoners lead more active, healthy lives and to creating a city that works for everyone.

By accelerating investment since 2016 we have tripled the amount of protected space for cycling, with much planned for the future. There are now 162km of protected cycle lanes that are either complete or under construction, up from 50km in 2016. Laid out end to end, this would stretch from Leicester Square to Birmingham's New Street station. We have also focussed efforts on enabling more people to cycle through a range of actions, including delivering record investment in cycle parking across 30 London boroughs. This continuous commitment to making cycling safer, more secure and accessible has meant we

have seen the highest level of cycling since measurements began in 2014.

Our cycling schemes also help improve the environment to make it easier and safer for people who walk. Our work alongside partners such as Living Streets is also helping to improve and re-time London's 6,300 crossing signals. This financial year our work has helped tackle barriers to walking at 51 locations by delivering over 200 hours of journey time savings for those travelling by foot.

Getting more people to cycle and walk not only helps to improve overall health and quality of life but also supports the Mayor's targets to clean up London's dangerously polluted air. The Ultra Low Emission Zone (ULEZ), the world's toughest vehicle emissions standard, was launched in April 2019 and has seen a 36 per cent reduction in nitrogen dioxide (NO<sub>2</sub>) levels within the zone and a four per cent reduction in carbon emissions.

The scheme, alongside significant work to reduce emissions from our buses by 85 per cent and remove the most polluting taxis from our roads, has helped achieve significant air quality improvements ahead of the ULEZ expansion in 2021. As a result, an estimated 300,000 Londoners will be saved from diseases attributable to air pollution, such as lung cancer, with a cost saving to London's NHS and social care system of around £5bn.

We are also making strides in reducing carbon emissions across all our operations, from delivering the UK's first bus routes to only use electric double-decker buses to installing energy efficient lightbulbs across our estate. White Hart Lane station, for example, includes solar panels on the roof and the mains supply is resourced from 100 per cent renewable energy.

In addition, our recent work installing regenerative braking on the Central line has seen 1,700 tonnes of carbon emissions reduced each year. We are also working

on the Mayor's commitment to increase tree cover, install sustainable drainage along highways and deliver biodiversity net-gain, helping protect and improve the natural environment, through our major projects.

### **Walking and cycling** **Cycleways**

We continue to make good progress in developing the wider Cycleways network and have now constructed 162km since 2016.

We have tripled the amount of protected space for cycling across London since 2016



On 27 February 2020, it was confirmed that we have met the Mayor's target to triple the length of protected cycle network since 2016, with over 100km of protected space delivered in that time.

### Cycleway 5

Baylis Road now has protected tracks installed in each direction and is the final section of Cycleway 5 between Clapham Common and Waterloo to be completed. The route will be launched during this summer. Construction has also started at the junction of Tanner Street and Druid Street to introduce safety improvements and a connection between Cycleway 4 (between Tower Bridge and Greenwich) and Cycleway 14 (between Blackfriars and Canada Water).

Lambeth has also launched engagement on improvements at Rosendale Road which include the implementation of over 3km of protected space for cycling, 11 new zebra crossings and the planting of over 30 new trees.

### Proposed improvements between Wood Lane and Notting Hill Gate

We continue to work with the London Borough of Hammersmith and Fulham to finalise plans for this section of the route, while developing a series of improvements for the section in the Royal Borough of Kensington and Chelsea to address concerns raised during the consultation. We are engaging with the

Royal Borough of Kensington and Chelsea and key local stakeholder groups to discuss these changes.

### Cycleway 4

Cycleway 4, a high-quality Cycleway route from Tower Bridge to Greenwich, is progressing well with the construction work. Good progress has been made along the A200 Jamaica Road and at Rotherhithe Roundabout, with 90 per cent of work now complete at the roundabout. Works for these sections are on track to be completed by May 2020.

The Greenwich section of the route along Creek Road is progressing as planned and is due to be completed in time for summer. We are still preparing plans and seeking road space with a view to start construction for the remaining section along Evelyn Street in May 2020. Southwark Council published the consultation report for the Lower Road Gyrotory section of the route in February 2020.

### Cycleway between Kensington Olympia and Hounslow

On 12 December 2019, we began enabling works at Kew junction to construct a substantially segregated cycle track from Kensington Olympia to Hounslow. Main works started on 22 December 2019, including successfully removing all six islands at Kew Bridge junction.

### Cycleway between Hackney and Westferry

Detailed design for the first section of Burdett Road has been completed and the detailed design for the remainder is progressing well. The advanced works, which started on 28 November with the relocation of a cycle hire station, CCTV cabinets and utility diversions, were completed on 10 January 2020.

Discussions are continuing with the London Borough of Tower Hamlets to agree the start date for main construction works, which were postponed from January to discuss some local access requirements and coordination with adjacent utility works.

We are continuing to work closely with the borough to coordinate plans for the Grove Road section of the route with their proposed Liveable Neighbourhood scheme in the same area. The northern section of the route is being delivered by the London Borough of Hackney and we are working with them to explore options with the hope of being able to start construction of this section in spring 2020.

### Future Cycleway routes

Design work continues on several major new cycle routes identified in the 2017 Strategic Cycling Analysis. Public consultation concluded on 16 February for the first phase of the Cycleway between Greenwich and Woolwich, which is

proposed to extend Cycleway 4 from Tower Bridge to Woolwich. We plan to publish the consultation report in summer 2020.

On 10 February 2020 we published the consultation report for the first phase of the Cycleway between Dalston and Clapton, with the route eventually planned to extend to Lea Bridge. Construction for the first section is planned to begin in spring 2020.

Early public engagement has recently taken place on proposed Healthy Streets improvements between Wembley and Willesden Junction and the feedback is being used to help design future proposals, which we hope will be consulted on in late 2020 or early 2021.

### Cycleway between Camden and Tottenham Hale

We are continuing to review designs and modelling to explore what may be technically feasible at several constrained locations along the route and are engaging with relevant local councils regarding proposals ahead of a potential public consultation later this year.

### Mini Hollands

The Mini-Hollands programme involves 98 infrastructure schemes and five behaviour change schemes across three outer London boroughs – Waltham Forest, Enfield and Kingston. Thirty two of the 103

Mini-Holland schemes are now complete, including the A105 Green Lanes scheme, a five-kilometre protected cycle route linking Enfield Town to Palmers Green (Cycleway 20) and a five km protected Cycleway in Waltham Forest between Whipps Cross and Millfields Park (Cycleway 23). By summer 2020, Waltham Forest will complete their Mini Holland funded programme.

Schemes currently under construction include protected cycle routes on Wheatfield Way in Kingston, the A1010 in Enfield and an extension of the Waltham Forest's flagship Lea Bridge Road Cycleway from Whipps Cross to Waterworks roundabout. Further schemes are progressing through design and consultation, including several cycle links and Enfield's Quieter Neighbourhoods.

### Supporting women into cycling

On 6 March 2020, we marked International Women's Day by launching a new campaign, titled "Cycle Your City" which will run throughout 2020 to encourage more women to take up cycling. A series of events and workshops will also be announced later this year in May as part of the campaign.

Women are underrepresented among Londoners who cycle, with only 13 per cent of women in London who know how to ride a bike currently cycling. The

campaign will allow us to work with a diverse group of women and organisations to build an in-depth picture of women's experiences of cycling across the capital.

We are also launching a search for ambassadors who can help inspire other women through cycling in 2020. We are seeking a range of voices – from complete novices keen to try cycling, to more experienced riders to share their personal stories about cycling in London.

### Encouraging cycling in Kingston-upon-Thames

On 17 February 2020, we launched a new campaign to encourage cycling within the Royal Borough of Kingston-Upon-Thames. Go Cycle Kingston (Mini-Holland) is a major £32m infrastructure transformation project with a network of Cycleways running into the town centre from key locations across the borough. It is designed to upgrade Kingston's major highway routes to accommodate the latest cycling infrastructure, while improving the flow of road users and people walking and cycling and enhancing the environments through which they travel. The campaign provided customers with information about the network including features of each route. The campaign was promoted through posters, leaflets, face-to-face activity, emails and social media.

## **Santander Cycles**

### **Celebrating 10 years of cycle hire in London**

This year we are celebrating the 10th anniversary of Cycle Hire in the capital, Santander.

To mark this occasion, we are running a series of events, competitions and offers throughout 2020. On 4 February, we announced our first winner, Sakhr Al-Makhadhi – an enthusiastic cyclist from Harrow – who was among the first to take part in the scheme when it launched a decade ago. He has been rewarded with a free annual membership and a Santander Cycle named in his honour.

We are keen to hear from people who hired the cycles within the first year of the scheme, have completed the most journeys or who have a unique story to share.

The 10th anniversary comes as a record 709,000 Santander Cycles were hired in January 2020, which is the best start to a year in the history of our Cycle Hire scheme.

## **Safer Junctions**

In April 2017, the Safer Junctions list highlighted the 73 most dangerous junctions on our road network (defined as those with the highest vulnerable road user collision rates between 2013 and 2015). Following completion of Highbury

Corner in September, we have now constructed 31 of these junctions and all of them have had mitigation measures introduced to reduce road danger. Construction of Camberwell town centre Safer Junction began in October 2019 and work at Rotherhithe roundabout as part of Cycleway 4 is now complete.

In addition, construction has recently started at the following sites:

- Kennington Park Road/Braganza Street
- East India Dock Road/Birchfield Street
- Edgware Road/Harrow Road
- Edgware Road/George Street
- Dalston Junction (Kingsland Road/Balls Pond Road)
- New Kent Road/Harper Road
- Clapham Road/Union Road
- Britannia Junction (Camden)

The programme is currently on target to complete 41 junctions by May 2020, in line with the Mayor's Vision Zero commitment – although there are challenges to be overcome in relation to concerns raised by stakeholders during consultation at Camden Road/Camden Street, and the complexity of traffic management and statutory undertakings at Holloway Road/Drayton Park.

### Old Street roundabout

Construction is progressing at Old Street roundabout, where a new design will bring safety improvements for people walking and cycling by providing new and improved crossings, fully segregated cycle lanes, and a new public space with an accessible main entrance to the Underground station and the shopping arcade.

Following the temporary traffic switch in May 2019, which closed the southeast arm of the roundabout, the main works are

under way, with construction of the new station entrance to Old Street station near to Cowper Street set to be complete in summer 2020. Excavation is underway to enable construction of the base slab, side walls and roof. Other associated highways and drainage works in the southeast arm of the roundabout are also progressing.

This spring, a second temporary traffic switch is scheduled to take place to reopen the southeast arm of the roundabout and close the northeast arm.

We continue to reconfigure key parts of our road network to improve road user safety and make it easier for people to walk and cycle



This will enable completion of the station roof strengthening works. In summer a final traffic management switch will take place to reopen the northeast arm of the roundabout and permanently close the northwest arm facilitating the construction of the new public space, new customer and goods lifts and a new main station entrance to Old Street station in the peninsula area.

Completion is currently scheduled for autumn 2021.

### **Highbury Corner**

Construction is substantially complete for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner. Installation of new hostile vehicle measures outside Highbury & Islington station will later this year following approval from Network Rail. Snagging and defect works are scheduled to be completed by June 2020.

### **Vauxhall**

The project has been delayed since the interfacing developer's planning application was called in by the Secretary of State for Housing, Communities and Local Government in May 2019. Following the Inspector's report, published in February 2020, the Secretary of State's decision is anticipated this summer. We will be going out to tender for the design and build contract if we have a positive outcome from the planning decision.

### **King's Cross and Euston Road**

Safety, cycling and walking improvements are being delivered in phases in the King's Cross and Euston Road area.

Safety improvements for the Duke's Road and Churchway junction on Euston Road will be the first phase. Proposals include a 'green man' pedestrian crossing across both Churchway and Duke's Road and provision of safer north-south movements for people cycling. The sequencing and scope of other phases of work at Kings Cross is being reviewed, taking the outputs from recent design workshops. Advanced works for phase one started in 9 December 2019 and main works began on 10 February 2020.

### **Lambeth Bridge North and South**

The scheme provides a significant upgrade for the safety and comfort of people walking and cycling, by removing the current roundabouts on both the North and South sides of Lambeth Bridge replacing them with new signal-controlled junctions. On the majority of approaches the proposal includes segregated facilities for cyclists with dedicated cycle phases at the junction and new signal-controlled pedestrian crossing facilities. Survey and design work are progressing to facilitate the detail and specification required for the new waterproofing, drainage and expansion joints on the bridge deck.

We have concluded our discussions with Westminster City Council about its response to the 2017 public consultation and having reduced the number of proposed banned traffic movements, have now received its support. The design amendments and proposed way forward was published on 5 March 2020 alongside the consultation report. Work will now progress to finalise the concept design, and subject to approvals, detailed design will start in November 2020.

### **Wandsworth gyratory**

The purchase of properties from landowners on Putney Bridge Road is

progressing, with the purchase of the remaining three properties expected to complete by spring 2020. The revised scheme layout in Armoury Way has been completed with the design refinements requested by the London Borough of Wandsworth. The intention is to procure a detailed design and build contractor via the Civils Project Framework. Detailed design remains on track to run in parallel with the Compulsory Purchase Order process to follow this. Subject to approvals, we plan to start construction at the end of 2021.

We have issued more than 14,000 HGV Safety Permits since October 2019



### Direct Vision Standard

The Direct Vision Standard was created to improve the safety of all road users, particularly the most vulnerable, such as people walking, cycling and riding motorcycles, by reducing vehicle blind spots.

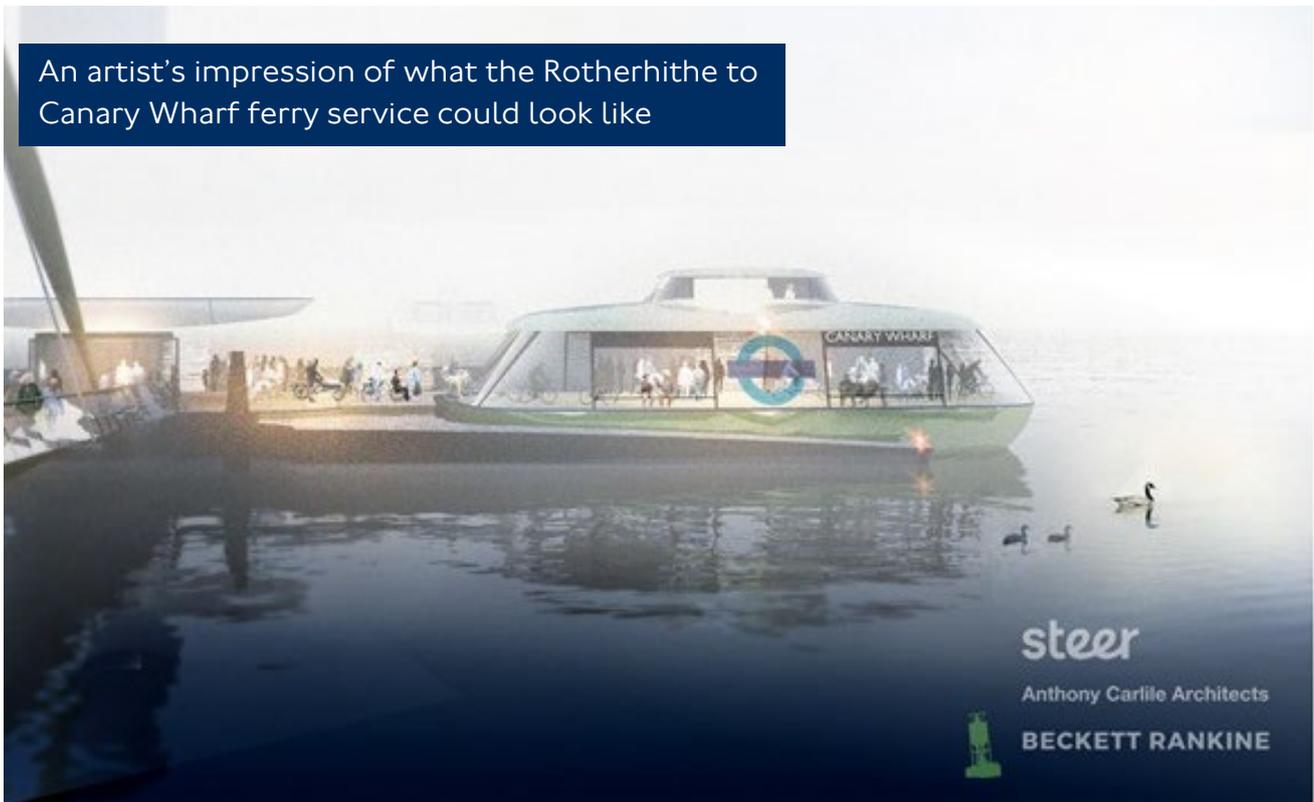
The registration element, enabling operators to apply for a heavy goods vehicle (HGV) Safety Permit online, was successfully launched on 28 October 2019. This gives operators a full year to prepare and apply for a permit ahead of the October 2020 enforcement date. As of February 2020, we have issued more than 14,000 HGV Safety Permits. Operators

who fail to meet new minimum safety standards and obtain a permit will be issued a penalty charge of £550 a day for driving in the capital once enforcement begins on 26 October 2020.

### Rotherhithe Tunnel

Concept design for the refurbishment of the Rotherhithe Tunnel is progressing to plan and is due to be completed this summer. A separate work stream to install additional protective measures at the tunnel entrances, to prevent over-height vehicles entering the tunnel has started and is planned to be operational by summer 2020.

An artist's impression of what the Rotherhithe to Canary Wharf ferry service could look like



### **Hammersmith Bridge**

We have committed £25 million to progress the concept design for the bridge replacement, together with advanced works which are progressing to plan. While this activity continues, we will work with the borough to provide greater clarity on the likely final cost and where the balance of funding will come from. We are also progressing with plans to build a temporary foot and cycle bridge alongside the main bridge. The intention is that pedestrians and cyclists can be moved off the main bridge to speed up the repairs to the structure.

### **Rotherhithe to Canary Wharf Ferry**

On 6 March 2020, we released the first artist impression of what a new proposed ferry between Rotherhithe and Canary Wharf could look like. The new service would provide a “turn up and go” service across the Thames and encourage more walking and cycling across London by linking directly into local walking and cycling routes such as the Rotherhithe Cycleway along Lower Road and Rotherhithe Street.

To support the next stage of work, we have appointed the consultants, Steer, to assess different operating models on how we could run the service, including whether sponsorship and subsidy of the service could be used to make it free to customers.

A second public consultation, seeking feedback on the final design options for the piers, ferries and how it will connect with the local area will be carried out later this summer.

### **Bus driver facilities**

Providing bus driver facilities aligns with the Mayor’s Transport Strategy by ensuring that the bus network is operationally efficient and reliable. It ensures that our bus drivers have basic human facilities and helps improve the service to our customers by avoiding the need for unscheduled, mid-route stops, which can cause delays. In addition, it also removes the risk of potential distractions for bus drivers, helping to ensure that they can drive safely.

Most of these new facilities will be standalone permanent toilet units, adjacent to the bus stands where they are required. Where possible we are adapting existing infrastructure to ensure integration with the local environment.

Good progress has been made since the Mayor announced increased funding for bus driver facilities in February 2018. Over the last four years we have made significant progress in improving the conditions and attractiveness of the role for London’s bus drivers. Since March 2018, we have delivered new toilets on 48 priority bus routes meaning that drivers on all bus routes now have access to a

toilet. We are further developing our programme and will continue to provide new toilets where changes to provision creates a priority, as well as continuing our renewal programme of bus driver mess rooms.

### **Bus driver retention**

On 14 February 2020, the Mayor announced plans which will see around 20,000 London bus drivers receive a retention payment of up to £1,600 as part of plans to ensure the capital's transport network continues to be served by a skilled and highly dedicated workforce and help tackle turnover rates in the first three years of a bus driver's career.

All drivers will also receive a minimum rate of pay from April 2020 drivers of £25,535 a year. We have also introduced the Licence for London and reviewed the process for Transfer of Undertakings (Protection of Employment) (TUPE) processes to make it easier for drivers when moving between companies in London.

### **Bus priority lanes**

We have completed two schemes on our Road Network so far this year at A503 Seven Sisters Road, and the A10 Kingsland Road in Hackney.

Works at A21 Tweedy Road began in January. A23 Brixton town Centre, A2 Old Kent Road, A40 Greenford Roundabout

and phase two of the A406 Madeley Road projects will all start in February and be completed before the end of March.

We have also completed the delivery of 108 from 135 traffic signal technology projects throughout London including 'Call Cancel' and 'Bus Differential' efficiency improvements.

We continue to work with the boroughs to progress delivery of over 100 bus priority schemes on their road network this financial year.

### **Local Implementation Plan Major Schemes**

#### **Blackhorse Road and Forest Road**

The London Borough of Waltham Forest began construction in June 2019. Works are currently progressing to programme and within budget and are expected to be onsite for 12 months.

#### **West End Project**

The London Borough of Camden has completed most of the works on Tottenham Court Road, which is now operating two-way (buses and cyclists only southbound). Works are currently onsite at Gower Stand Princess Circus and are scheduled to finish this summer.

#### **Feltham town centre**

The London Borough of Hounslow's works to the high street and Network Rail's station improvements are both progressing alongside our contribution

towards improving the town centre and high street, which are due to complete by the end of March 2020. Some elements of the overall scheme at the station, which are under the control of Network Rail, have been delayed and the date for overall completion has been revised from November 2019 to late 2020.

#### **Camberwell town centre**

Improvements on the A202 corridor through Camberwell are being progressed through the Local Implementation Plan Major Scheme programme but are being delivered by TfL. Works began on site in November 2019 and the entire scheme is planned to be complete by May 2020. This includes a Safer Junction at Camberwell Green.

#### **Healthy High Streets funding**

On 24 January 2020, we announced that we are working with borough council partners to enhance high streets in six locations across London. Together we are using creative low-cost ideas from local communities to improve busy high streets in Barnet, Croydon, Islington, Southwark, Tower Hamlets and Wandsworth to create better environments for local areas. The first six locations to receive Healthy High Streets funding are below.

#### **Hendon Central, Barnet**

New decorative 'Welcome to Hendon' signage will be installed along with additional cycling parking, new trees and

refreshed planters around Hendon Central station.

#### **Thornton Heath, Croydon**

New trees have been planted and street furniture painted and in addition TfL and Croydon Council are working together on local branding for the area.

#### **Holloway Road, Islington**

TfL and Islington Council will work together closely on ideas from residents and businesses to improve the area around Nags Head. TfL also plans to paint street furniture such as electrical cabinets to promote links with the local area.

#### **Peckham High Street, Southwark**

The high street will be cleared of clutter and new trees and planters will be added to help green the local area. These improvements are in addition to proposed measures to reduce road danger along Peckham High Street, which include wider pavements, improved pedestrian crossings and reduced speed limits. We will consult on these measures later this month.

#### **Whitechapel High Street, Tower Hamlets**

The market area will be improved with better lighting, new stall coverings, wayfinding signs, enhanced seating and TfL will investigate repairing the existing water fountain.

More than 79 per cent of vehicles entering the Ultra Low Emission Zone are compliant



#### **Tooting High Street, Wandsworth**

New wayfinding will be installed to help people find both local markets and street furniture such as electrical cabinets will be painted to promote links with the local area. Work on a scheme to introduce a 20mph speed limit to Tooting town centre is set to begin in May 2020, while improvements to pedestrian crossings in the area will start in the autumn.

#### **London FreightLab**

We have recently launched London FreightLab - a challenge which asks innovators to think creatively about how to make the best use of available land in Greater London to reduce the adverse impacts of freight and servicing activity, including increased congestion, the impact on vulnerable road users and reduced air quality.

We are working with 10 forward thinking industry partners involved in the freight and logistics sectors who together will

select up to six innovative ideas to test in London, providing land sites and subject matter expertise during the pilot stage.

#### **Improving air quality**

##### **Rapid charging infrastructure**

To support the growing number of zero emission capable taxis and the wider take-up of electric vehicles, we are spending £18 million and working with the boroughs and other organisations to build a network of rapid charge points across London. The total number of charge points installed is currently 247 and we are on track to achieve 250 by the end of March 2020, which will be a significant step towards our target of having installed or supported the installation of 300 rapid charge points by December 2020.

At present, there are more than 3,000 zero emission capable taxis licensed in London. Of the rapid charge points that have been installed under this scheme, 73

are dedicated to taxi use. We are working with the taxi trade to identify the most favourable locations and are focusing on the central London charging zone for taxi-dedicated sites following feedback from the taxi trade.

Following the first rapid charge point hub site supported by us and run by operator Engenie going live with six publicly accessible points on 28 December 2019 - at the Stratford International station car park - we are also developing designs for two further hub sites; one in Greenwich and another in the City of London, which we expect to complete later this summer. These hubs will consist of a cluster of rapid charge points to support both taxi and public electric vehicle users. We are also in discussion with third parties about the possibility of supporting further potential hub sites.

### ULEZ

Compliance with the scheme continues to increase. In January 2020, it was 79.1 per cent, which is significantly higher than 39 per cent in February 2017 and 61 per cent in March 2019. This data shows that we are ahead of our expectations that 79.2 per cent of vehicles would be compliant with the scheme after one year of operation.

A report published on 26 February 2020 into the impact of the Mayor's bold action to tackle London's air quality crisis has shown that by 2050 the Mayor's air quality

policies – which include the ULEZ, Low Emission Bus Zones and no longer licensing new diesel taxis – are predicted to result in almost 300,000 Londoners being saved from diseases attributable to air pollution, such as coronary heart disease, lung cancer and dementia. This is a reduction of around one in every four air pollution-related diseases.

The policies deliver a cost saving to London's NHS and social care system of around £5bn and one million fewer new air pollution related hospital admissions in London. Research by King's College London found that, if the Mayor had not implemented a series of hard-hitting measures to tackle pollution, London's air would not come into compliance with legal limits for another 193 years. However, with the Mayor's tough air pollution measures, the analysis indicated that London's air is set to reach legal limits in 2025.

### Van scrappage scheme launched

On 22 January 2020, the Mayor increased the support offered by the van scrappage scheme by opening it up to small businesses with 50 or fewer employees and doubling the payment available to £7,000 with £9,500 now available to those switching to electric vans.

The increased funding will enable more van owners to switch to cleaner vehicles, while helping businesses prepare for the

expansion of the ULEZ up to the north and south circular next year, and the tightening of the London-wide Low Emission Zone standards this October.

The announcement was supported by an integrated communications campaign, which included radio, digital, posters, local, London-wide and some national press, face-to-face engagement, leaflets, stakeholder engagement, and emails.

### ULEZ Expansion 2021

The ULEZ Expansion project enlarges the central London ULEZ up to the North and South Circular roads. The Mayor announced the scheme on 8 June 2018 for delivery in October 2021. The project is now in a detailed design phase with work ongoing to define the system, infrastructure and operational requirements and progress the necessary supply chain commercial agreements that are required.

From 25 October 2021 the ULEZ boundary will be extended to create a single larger zone bounded by the North and South Circular Roads. Design is under way with the project team currently defining the system, infrastructure and operational changes required to enable a successful launch in October 2021.

On-street surveys have been undertaken to inform the development of on-street infrastructure design. Some new, non-

standard, signs will be required; the designs for these have been completed and submitted to the Department for Transport (DfT) for approval. Traffic modelling has been completed and a number of borough workshops have been held to share and discuss findings. We are working closely with the Information Commissioner's Office to ensure alignment with General Data Protection Regulations (GDPR) and have submitted our draft Data Protection Impact Assessment. In addition, to support a successful launch a comprehensive marketing and communications plan is being developed, which will also promote the ULEZ van scrappage, and car and motorcycle scrappage schemes.

The strategy and proof of concept phase for migrating existing systems from physical infrastructure to a cloud service to manage ULEZ Expansion volumes was completed in December 2019. Transaction volume forecasts for the expanded zone have been reviewed, revised and baselined. Cloud migration detailed design is under way and the first phase of work to configure the new cloud platform is due to complete this July.

Survey work for the camera and the signage infrastructure work streams is under way and the signage designs have been completed and approved by the DfT. Engagement with boroughs is in progress

and work continues to develop marketing and communications plans.

### Low Emission Zone 2020

The existing Low Emission Zone (LEZ) standards will be made tighter from October 2020. The emission standards for lorries, vans and other specialist vehicles over 3.5 tonnes as well as for buses, minibuses and coaches over five tonnes will change from Euro IV to Euro VI. Owners of vehicles not meeting the tougher emissions standards will need to pay a daily charge to drive within the LEZ.

90 per cent of our bus fleet is now ultra-low emission



A joint marketing campaign for both LEZ 2020 and the HGV Safety Permit Scheme was launched in October 2019. This was supported by the successful launch of a joint Vehicle Registration checker, also in October 2019, targeted at HGV drivers for both LEZ 2020 and the HGV Safety Permit Scheme. Work is progressing on the development of the TfL website update and the business and enforcement operations system development and testing necessary to prepare for the launch of the scheme in October 2020. These activities are planned to complete by July 2020.

### Cleaning our bus fleet

The ultra-low emission proportion of our bus fleet is now 90 per cent as our programme to retrofit mid-life buses and replace older vehicles with new, nears completion. We expect to raise all remaining vehicles to this standard or better by autumn this year.

Route 94 became west London's first all-electric double-deck route on 17 February, operating between Acton Green and Piccadilly Circus.

We now have 230 electric vehicles in our bus fleet and expect up to 200 additional zero-emission buses by the end of 2020. The next routes expected to go live over the following six months will be the 23, 106, 212, 230, 323, 357, 444, C10 and P5, making it one of the largest electric fleets

in Europe. The new buses are liked by many customers for being quieter, cleaner and having new features like USB charging points – helping us raise customer satisfaction too.

### Reducing our energy consumption

We are working to reduce energy consumption across our network through energy efficiency. We are preparing to deliver an enhanced programme of LED lighting upgrades in 2020/21 across London Underground stations, depots and TfL's streetlights.

London Overground has installed LED lighting across all stations on the West Anglia lines resulting in a reduction in energy use of around 12 per cent for each station. In addition, three electric vehicle charging points have been installed at their New Cross Gate Depot.

Keolis Amey Docklands, which operates the DLR, has installed electric charging points at Poplar with four electric vans brought into use to help support DLR operations. More charging points will be installed throughout 2020.

The re-lamping of Greenwich Power Station's gas turbine hall has been completed. Ninety high pressure sodium lamps were replaced by LED lamps that are reducing lighting power demand by 60 per cent, equating to a saving of around £10,000 per year. Maintenance and

hazardous waste costs will reduce too as the sodium lamps require replacement every two years, whereas the new LED lamps have a minimum lamp life of five and half years.

The waste heat from London Underground's ventilation shafts has the potential to be used to heat nearby buildings. On 5 March 2020, in partnership with the London Borough of Islington, and together with the Mayor, we launched the Bunhill 2 Energy Centre which takes waste heat from Northern line tunnels to heat local homes, a school and two leisure centres. We have also undertaken a study on 56 vent shafts to assess the potential of each for waste heat export. We have completed detailed technical feasibility studies on the top six sites and are developing our strategy to bring feasibility studies of other potential sites forward. In addition, brand new trains which make use of regenerative braking have replaced old diesel rolling stock on TfL Rail and London Overground. These recycle energy back into the network which helps increase energy efficiency.

Our Network Management Control Centre operates 24 hours a day to help keep London's road network moving



On 3 February 2020, we also reached a major milestone in support of The Mayor's London Environment Strategy and Solar action plan, as the first solar panels were successfully installed on the roof of the Tunnelling and Underground Construction Academy in Ilford and will be operational later this year.

This milestone marks the beginning of the installation of solar photovoltaic panels across our estate, delivering solar-generated, zero-carbon electricity.

This installation is an example of TfL-wide collaboration as we build momentum for the wider solar programme.

### Dial-a-Ride

The roll-out of 166 new ultra-clean Dial-a-Ride minibuses is underway with 61 of the latest specification vehicles now in service. These have been ordered to enable us to operate uninterrupted door-to-door services for passengers with the greatest accessibility needs in the enlarged ULEZ from 2021. This follows an earlier order for 90 vehicles to comply with ULEZ from April this year.

The most recent vehicles have enhancements like autonomous braking at low speed, better CCTV, improved heating and air conditioning to improve comfort and more tinted windows to reduce glare. These newest buses have also been modified to make them easier to access for passengers with new hand rails at the front door and saloon area, and an easier to deploy and stow away ramp at the front door. We are 50 per cent of the way to retrofitting the first 90 buses with these modifications.

### Encouraging behaviour change Car Free Day 2019

The central London Car Free Day event, Reimagine, took place on 22 September 2019 with an estimated attendance of 70,000 people, and an in depth, evaluation report was commissioned to analyse the impact of the event.

Sixty-five per cent of Londoners surveyed immediately after last year's Car Free Day say the events inspired them to use the car less. The follow-up survey done three months later showed that 98% of

attendees support the event being held in London every year.

Activities were held across more than 27km of closed streets in central London including Tower Bridge (closed to all traffic), London Bridge (buses only) and much of the City of London. We also worked closely with boroughs to promote participation, and local events took place across 27 boroughs, with 385 Play Streets - almost double the target of 200. A free promotional code giving people across London free cycle hire for 24 hours resulted in a record 1,373 redemptions – the highest of any day code in the history of TfL’s Cycle Hire scheme.

The Reimagine event was recently awarded the ActTravelWise award for best campaign of 2019 and has also been shortlisted under the Excellence in Travel Information and Marketing award for the London Transport Awards.

This year the Mayor’s central London Reimagine event will take place on Sunday 20 September 2020.

### **What Matters campaign**

We continue to encourage Londoners to travel using sustainable modes. On 31 January 2020, we launched a second round of activity as part of our ‘What Matters’ campaign. The campaign continues to communicate the benefits of

using public transport and active travel and features several new messages, including exploring our safer cycleways and night time service improvements. The campaign includes an advert that has run in cinemas and on video on demand as well as on posters across our network and other key sites in London. Customer research results from the initial September 2019 launch indicated strong campaign awareness as well as increases in the number of people who strongly agree that the advertising ‘makes me want to use public transport and active travel more’.

### **Heathrow Airport expansion**

The Court of Appeal handed down its judgment in the Heathrow judicial review appeals on 27 February 2020. The Mayor was a claimant and TfL was an interested party alongside five boroughs and Greenpeace. Two other challenges brought by Friends of the Earth and Plan B on climate change grounds were heard at the same time.

The Court found that the Secretary of State acted unlawfully in failing to take into account the Paris Agreement on Climate Change when preparing and designating the Airports National Policy Statement (ANPS) which supports a third runway at Heathrow.

The Court ordered that the ANPS has no legal effect unless and until the

Government reviews it to take into account the Paris Agreement.

The Government has accepted the Court's decision and did not seek permission to appeal. Two interested parties, Heathrow Airport Limited and Arora (who own land and hotels in the perimeter of Heathrow Airport), have sought permission to appeal to the Supreme Court.

### **Liveable Neighbourhoods**

The Liveable Neighbourhoods programme is a key part of the Mayor's Transport Strategy, which aims to create locally-led, attractive, healthy and safe neighbourhoods that encourage walking, cycling and public transport use and reduce car journeys.

Over the past six months, early works began on Essex Road in the London Borough of Waltham Forest and they have also progressed through stage gate three, meaning detailed design is now underway. Public consultation was launched on the West Ealing and Deptford Parks projects.

Nineteen bids were received as part of the third bidding round and so the assessment period is underway. Successful bids are expected to be announced on 20 March 2020.

### **Encouraging active travel**

At an event on 16 March 2020 with the Mayor's Walking and Cycling

Commissioner, Will Norman, we published three tools: the Strategic Walking Analysis, the Planning for Walking Toolkit, and the Strategic Active People Analysis to enable better design for walking and physical activity and provide an evidence-based approach to inform investment for projects and programmes. These three tools will help encourage the behavioural shift required to meet the ambitious target of 80 per cent of journeys to be undertaken by active, efficient and sustainable modes by 2041.

Our Planning for Walking toolkit brings together a range of tools that we have developed over recent years that can be used to inform design briefs that shape the walking environment across urban streets. The toolkit is structured to provide planners and designers with a list of options for collecting and assessing data that can then be used to inform design decisions which impact on the walking environment.

Our Strategic Walking Analysis tool provides detailed insights on walking, building on our Travel in London reports. It also outlines how the datasets have been derived and how the data can be used. The data provides an evidence-base to inform and support decision making for walking projects and programmes by helping to identify where investment could unlock more walking.

The Strategic Active People Analysis makes the case for further investment to support Londoners to achieve the 20 minutes of active travel each day that is recommended for health. It references the Strategic Walking Analysis and Strategic Cycling Analysis as tools for identifying locations for investment and describes the 'near market' of Londoners who have the highest potential and propensity to switch to more active modes of travel in the short-term. It also summarises the findings from our recent qualitative research which prompted Londoners to try fitting 20 minutes of active travel into their daily lives and sets out recommendations for how the findings of the research can be used.

#### **TfL and Bosch corporate innovation partnership – Brixton air quality and road safety trial**

As part of our work to improve London's air quality we have recently installed air quality monitors around Brixton town centre in partnership with Bosch and Lambeth Council.

Data from these sensors alongside Bosch's emissions data modelling capabilities will allow us to evaluate more effectively how changing traffic signal timings could help reduce localised emissions and help make areas more pleasant for people walking and cycling.

As part of our efforts to reduce the number of road incidents in London, working with Lambeth Council and Bosch, we have installed two cameras to better understand road user behaviour at the pedestrian crossing outside Brixton station.

Footage from these cameras, which are set to ensure privacy of individuals recorded, will enable us to identify when incidents and near misses occur, and consider, trial and evaluate innovative solutions to improve road safety.

This innovative project, a world first, to explore the capabilities of using artificial intelligence and camera data to assess road safety is part of our Vision Zero approach and will run for approximately two months.

#### **Surface technology**

This programme is responsible for overseeing strategically important technology projects within our five-year business plan and to provide a structure for all future technology projects being delivered by the Surface transport directorate.

#### **Surface intelligent transport systems**

We are leading the way in delivering innovative new road traffic management systems to make journeys on foot, bike and bus, as well as essential emergency services and freight trips, as efficient as

possible. We are working with Siemens to develop the Real Time Optimiser system. This will manage the flow of people on London's road network by controlling the phasing of traffic signals using pre-planned timetables, manual interventions and optimisation techniques.

We have also recently finalised a procurement process and have appointed Sopra Steria as a new delivery partner, to work with us to design, develop and implement a new incident management system, which will help us to increase the speed at which we detect and respond to incidents on the road network.

### Operational safety and compliance

We are developing a consolidated compliance and enforcement programme to support a more versatile Compliance, Policing and On-street Services operation. We are currently in the process of defining the project scope, with a view to confirming a delivery strategy next year.

This programme includes procuring more efficient systems and services to help TfL in licensing taxi and private hire vehicles, drivers and operators. We will ensure that business continuity is maintained and that our customers are protected and ensuring vehicles are safe, accessible and meet strict environmental standards. We issued a Supplier Questionnaire to the market in January 2020 and interested bidders have provided responses which we are in the

process of shortlisting. The second phase of this tender will be issued to the shortlisted bidders in April 2020 for them to submit their potential solutions.

### Using data and artificial intelligence to assess demand on the network

The BBC filmed a news item in the Network Management Control Centre covering work we have been doing with Vivacity Labs. We have been working with Vivacity Labs to look at how we can make it much easier to assess demand for road space and improve how we operate the road network, both for investment planning and, more importantly, for real-time operations. Until now, we relied mainly on manual traffic counts which are carried out at limited locations on London's road network and are only able to give a snapshot of road use on the given day or time.

The sensors use artificial intelligence to evaluate video images to detect people walking and cycling and other types of traffic, including cars, HGVs, vans and buses. This will lead to a much better understanding of demand, where it occurs and how we can balance it. The data is gathered around the clock, which provides a significantly more detailed picture of how London's roads are being used by everyone 24/7. All video captured by the sensors is processed and discarded within seconds, meaning that no personal

data is ever stored. Forty-three Vivacity sensors are being installed at 20 central London locations for a two-year trial to understand the full range of capabilities the technology has to offer, as part of the wider Surface Intelligence Transport Systems programme.

#### **ULEZ expansion traffic manager briefing**

A strategic modelling exercise was undertaken to test the impact of ULEZ expansion on traffic behaviours and operational resilience of the North and South Circular routes, which will be the perimeter of the new expanded zone. Hosted by Alex Williams, the Director of City Planning, these technical briefing sessions were attended by the 15 boroughs to share the traffic modelling results for the boundary studies. General updates on camera and signage locations were also provided as part of the briefing. Borough stakeholders have responded positively to these sessions and have welcomed the opportunity to feed back to us. The next step is to share the detailed modelling report and offer one-to-one sessions with any borough which requests one.

#### **Lane Rental, a revised scheme to support Healthy Streets**

We have submitted our plan to revise London's Lane Rental scheme to the DfT. They will evaluate our proposals to extend the overall network from 56 per

cent to 72 per cent, incorporating charges on the 20 busiest footways, along with a range of suggested amendments to charging levels and increased opportunities for works promoters to avoid charges, or secure reductions through improved planning and high safety standards. Subject to approval from the DfT we will make the new scheme live this summer, following a three month notice period to works promoters.

#### **Working together with London Cycling Campaign to improve traffic light timings**

We will be asking London Cycling Campaign members to make suggestions for our annual traffic signal timing programme for 2020/21. Using our in-house GIS mapping system, we have devised an interactive web map where cyclists can enter their comments about traffic light junctions where a timing review could help improve journeys for cyclists. Every year, we review traffic light timings at more than 1,200 locations with the aim of improving their performance for people who walk, cycle and use buses and this new trial of a map-based system will significantly improve the way we receive feedback from road users.

#### **Future-proofed roadworks collaboration on The Highway, Tower Hamlets**

The Highway in Tower Hamlets is a key strategic link between Canary Wharf and

Westminster and so keeping disruption associated with roadworks to a minimum is important. Recently, Thames Water found a failed sewer under the eastbound carriageway and Cadent Gas also found multiple leaks along its westbound gas main – both of which needed urgent repair.

Working with the GLA's Infrastructure and Development Coordination Team, we have been able to use newly available data about utility companies medium- and long-term investment to identify there were also plans to provide new utility infrastructure here soon. This gave us a unique opportunity to deliver future investment at the same time as the urgent maintenance works (we carried out planned road resurfacing too) - future proofing the road against repeated roadworks.



# 5 A good public transport experience

## Overview

To deliver the Mayor's Transport Strategy, over the last four years we have delivered investment to ensure public transport is an attractive option for all Londoners. Having the right services where needed and for these to be easily accessed, reducing crowding and keeping fares affordable, are all helping to minimise car dependency across London.

A key part of this has been our ambitious step-free-access programme to help improve accessibility for thousands of Londoners across the city. There are now more than 200 step-free stations across

our network. These include 79 Tube stations, 60 Overground stations, 23 TfL Rail stations and all DLR stations and Tram stops. Before 2016, 26 per cent of the Tube network was step-free. By spring 2024, which is when all the stations in the Mayor's accessibility programme will be complete, at least 38 per cent of the Tube network will be fully accessible.

Another significant milestone that helped improve mobility around London and made travel more affordable for millions of people was the launch of the Bus Hopper fare in September 2016. To date, there have been more than 430 million

We continue to deliver our accessibility programme and now have more than 200 step-free stations across our network



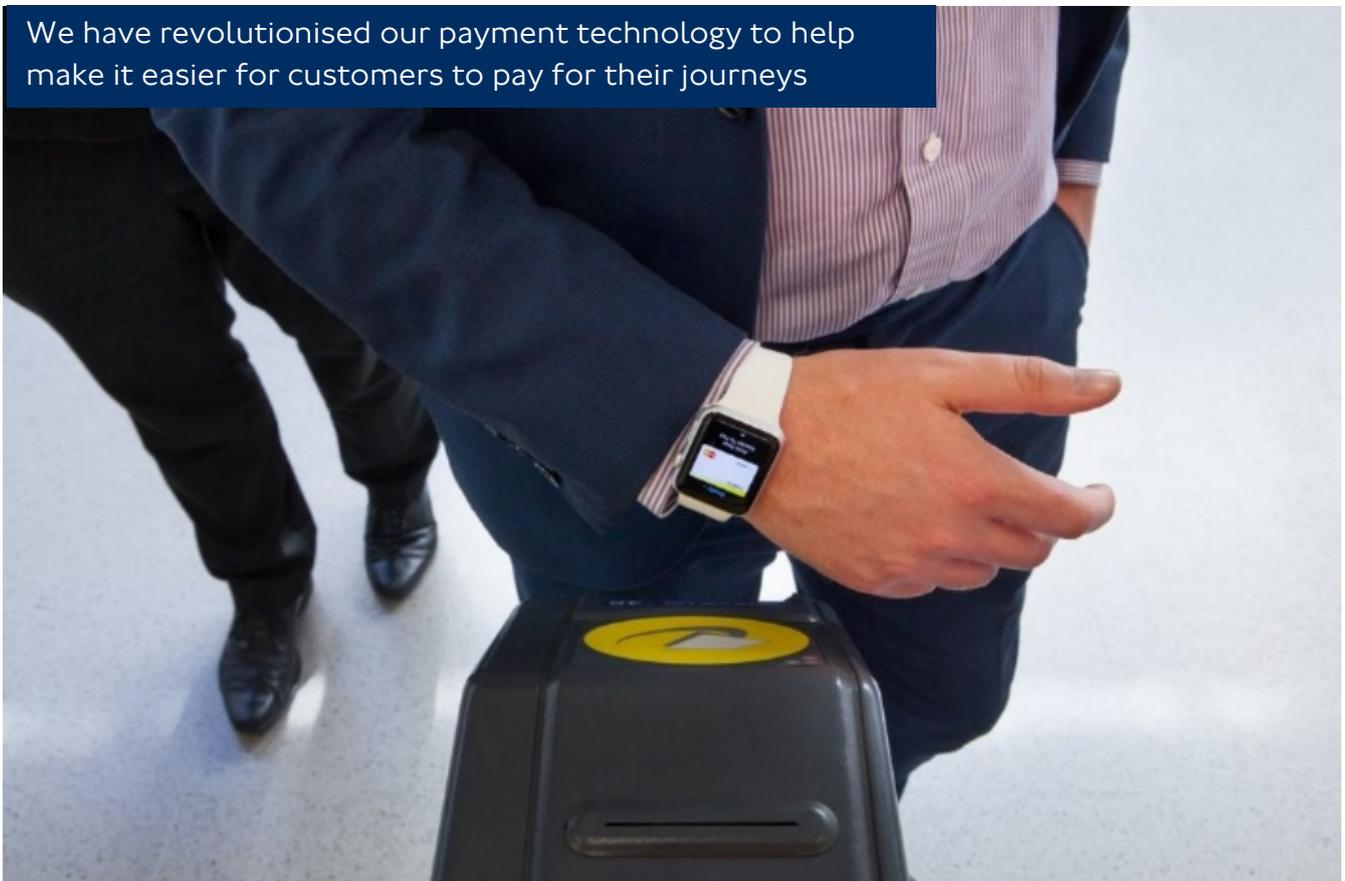
hopper journeys made, with just under three million journeys each week. Bus routes 18, 25 and 140 are some of the most popular routes where the hopper fare is frequently used.

We have also undertaken one of the largest modernisation programmes in the history of the London Underground. The highly complex Four Lines Modernisation programme is replacing a signalling system that stretches back to 1926 with modern digital signalling which will boost frequency and cut journey times on 40

per cent of the Underground network. We are also nearing completion of the Northern Line Extension, which will unlock a brand-new section of the city to new homes, jobs and a thriving community. In the past few years, investment in the Victoria line has seen it become one of the most frequent metro lines in the world, with a train every 100 seconds.

Through using the latest payment technology, we have revolutionised travelling in the capital, with demand for

We have revolutionised our payment technology to help make it easier for customers to pay for their journeys



pay as you go, particularly using contactless payment, continuing to grow and now being the most popular way to pay for travel. This has made it convenient and simple to use our services, with over three billion journeys made on contactless so far, with cards from over 145 countries used on our services.

### **Elizabeth line**

On 27 February 2020, the Crossrail Limited (CRL) Board confirmed that it remains on schedule to open the central section of the Elizabeth line between Paddington and Abbey Wood in summer 2021.

Following the opening of the central section, full Elizabeth line services from Reading and Heathrow in the west to Abbey Wood and Shenfield in the east are planned to begin by mid-2022.

CRL continue to ensure health and safety remains its top priority as the project moves from completing construction works into ensuring the railway is ready for operational testing and passenger service. CRL has confirmed that it is making good progress on the routeway and installation of train software, as well as beginning the handover of the first shafts and portals. Focus remains on completing any remaining construction work, integrating the train software and completing extensive assurance of all assets before handover to us. CRL has reported that it expects all stations to be

ready during summer 2020 ahead of further testing of the routeway, and Trial Running due to get underway in autumn 2020.

CRL continues to work closely with Network Rail, with more than 90 per cent of works on the network now complete and passengers travelling on TfL Rail services between Paddington and Heathrow and Reading, and on services between Liverpool Street and Shenfield, benefitting from several station and accessibility upgrades.

To ensure we are fully prepared for the start of Elizabeth line services, the Managing Director of London Underground, Andy Lord, is actively coordinating all relevant teams within TfL and providing a clear overview of handover and our operational readiness.

### **Modernising the Tube**

#### **Upgrading the Circle, District, Hammersmith & City and Metropolitan lines**

The Four Lines Modernisation project is one of the most important upgrades in the history of the Tube network. The first section of the new signalling system was introduced in 2019. In the last few months, the operation of the new signalling system has been extended from Latimer Road to Euston Square on the Circle and Hammersmith & City lines, from there to Finchley Road on the Metropolitan line,

We recently visited Goole in East Yorkshire to see the site where our new Piccadilly line trains will be built



and to Paddington on the District and Circle lines.

We have worked closely with our project supplier who has responded positively with a range of measures to improve track to train communications and other issues that caused some initial disruption for passengers.

Trackside works and software repairs took time to be implemented, however we are now seeing improvements. Further work is planned for implementation over the next three months. We have delayed the rollout of the system until all planned improvement works are complete, and we are working with our supplier to agree a new schedule for this.

When the signalling upgrade is complete in 2023, capacity will increase by a third across the four Underground lines, with increased frequency from 28 to 32 trains per hour and quicker journey times.

### Bank station upgrade

Our work to upgrade Bank station will see capacity boosted by 40 per cent and includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern line, additional interchange between the DLR platforms, and two new moving walkways between the Central and Northern lines to reduce customer journey times.

The construction of the new station entrance on Cannon Street is progressing well with the dividing walls for the operational rooms now complete. Fit out works are on track to start in spring, which will begin with floor finishes and cable route management systems.

We have completed constructing the platform walls and the first stage track bed in the new southbound platform tunnel. The structural works that will

The new roundels at Battersea Power Station are a major milestone for the Northern Line Extension



house the two new moving walkways for the Central line interchange tunnel are now complete. Preparation works for the final escalator barrel from the new interchange tunnel to existing DLR concourse have been completed, ready for tunnel excavation to start in spring 2020.

### Apprenticeships launched to help build new Piccadilly line trains

On 10 March 2020, the Commissioner visited Siemens Movility's development site in Goole in East Yorkshire where our new Piccadilly line trains will be built. On the day, applications also opened for 12 new apprentices in Level 3 Rail Engineering who will start in September this year and spend their first year at college and four days a week on placement at Siemens Mobility traincare facilities, building up their practical skills and experience. Their third year will be split between working full-time at Siemens Mobility's new Goole facility for six months, followed by a six-month placement at the company's trains factory

in Vienna, Austria, where they will learn from colleagues in a well-established rail manufacturing operation.

The new Piccadilly line trains will serve the line from 2024 and will deliver faster, more frequent and more reliable journeys with air-conditioning and walk-through carriages.

### Brixton station escalator upgrade

We completed essential maintenance on one of the escalators at Brixton station ahead of schedule. One part of the escalator was found to be wearing more quickly than expected during a routine maintenance check due to the escalator's heavy use; Brixton is one of the busiest stations on the Tube network. The work was due to take three weeks but was completed in just 10 days and reopened on 24 February 2020.

Escalators on the London Underground network are in use for around 20 hours each day and need to be regularly maintained to operate safely.

### Mill Hill East station

Mill Hill East station became the 79th step-free London Underground station on 21 February 2020 with a new lift and link bridge delivering step-free access from street to platform. The lift, which can carry up to 17 people, now makes it easier for customers with mobility needs, buggies or heavy luggage to use the Tube.

The building work included the construction of a lift tower, clad in bricks selected to match the original Victorian station building, with a short bridge linking to the platform. As this is a station on the outskirts of the Tube network, the lift also helps to unlock our city for more of our customers.

Another 11 Tube stations will become step-free this year, meaning over a third of the Tube network will be fully accessible for customers with mobility needs.

### Finsbury Park station

Following the successful opening of the western entrance of Finsbury Park station, we reached another significant milestone with the successful migration of the station's operations room on 27 January 2020.

The migration was complex, requiring extensive planning and coordination, internally and externally, to ensure a seamless transition in a challenging

timeframe while maintaining continuity for station operations.

### Victoria station

At Victoria, we have built a new north ticket hall and 300 metres of subways. We have increased the size of the south ticket hall by 50 per cent. Step-free access to all platforms is now meeting the needs of the estimated 105 million customers who use the station each year.

The overall work on the station and surrounding buildings is largely finished, with the main contractor works now complete. The Duke of York public house re-opened to the public in December 2019 as planned.

A design study is under way to identify how best to use the space at ground level previously occupied by retail units (175-179 Victoria Street). Once we have a solution acceptable to Westminster City Council, we will identify delivery and funding mechanisms. In the meantime, we will take forward this initiative as part of the wider development of the Victoria Street island block.

### Elephant and Castle station

We will provide a new station entrance and new Northern line ticket hall as part of a private sector re-development of the Elephant and Castle Shopping Centre. This will significantly increase station capacity to meet future demand. The developer

will construct a new station box as part of its scheme. We will contribute the fit-out of the ticket hall, step free access and tunnels connecting the ticket hall to the existing Northern line platforms. Future interchange with the Bakerloo line will be safeguarded within the construction of the new station box.

The concept design of the new ticket hall and its integration into the wider development are progressing. Engagement with the developer is focused on negotiation of the developer agreement and Section 106 agreement.

### **South Kensington**

We are working with our joint venture partner, Native Land, to develop new commercial space and housing on land surrounding South Kensington station. This includes restoring the listed arcade.

As part of the proposals, step-free access from the street to the District and Circle lines will be provided. In February, we presented our proposals to the local community and stakeholders and will be submitting a planning application in summer 2020.

### **Northern Line Extension**

The Northern Line Extension project includes a twin-tunnelled extension from Kennington to a new terminus at Battersea Power Station, via a new station

at Nine Elms. It is expected to be completed in autumn 2021.

We continue to make good progress on all work sites. Primary civils and structural works are complete. We are now focused on the fit-out of the new stations, installing the power supply and extending the signalling used on the Northern line into the extension.

At Battersea, the permanent connection into the Thames Water sewer has been made. Rather than closing Battersea Park Road, we decided to excavate a 25m hand-mined tunnel, in sand and gravel, under the road. The tunnel goes under a major gas main, water mains and high voltage HV networks. We completed the final breakthrough into the sewer at night when the water pressure could be reduced.

The signalling equipment room has been handed to the signalling contractor for fit-out and the first of many roundels within the station have been installed. In total, 113 roundels are being manufactured for installation at the two new Northern Line Extension stations – 62 for Battersea Power Station and 51 for Nine Elms. The new roundels, among the most recognised and imitated logos in the world, are being manufactured at family-owned AJ Wells & Sons Ltd on the Isle of Wight where London transport signage has been produced for generations.

Fit out and mechanical and electrical works within the basement of the Kennington Green and Kennington Park headhouses continue to progress well. At the surface, we have completed the installation of waterproof material over the top of the basement.

At Nine Elms, the external façade is changing rapidly. The first phase of reconstituted stone cladding has been fixed to the eastern superstructure. We will apply the same finish to the western superstructure. In addition, glass fibre reinforced cladding has been installed at

the ticket hall entrance. The ceiling, comprising golden aluminium tubes to make the architectural finish to the underside of the canopy, has been completed. Internally, the mechanical and electrical team has been progressing throughout the four station levels installing vast amounts of cable management hardware for the future station's power supply.

#### **Barking Riverside Extension**

We are delivering a new rail link to serve the 10,800 new homes that are planned for the Barking Riverside development

On 3 March 2020 the first new London Overground trains were introduced on routes into Liverpool Street station



area. We will build a spur from the Tilbury Loop line east of Barking, to extend our Overground service to and from Gospel Oak to Barking Riverside.

Our main works contractor has successfully completed over 90 per cent of piling works and over 50 per cent of viaduct pier walls have been constructed, with viaduct deck beams now being poured across the site. Underground unmapped utilities continue to frustrate the completion of the remaining piling which is affecting the to complete works. The project team is exploring ways to mitigate any delays through resequencing other construction activities.

By the end of January 2020, over half a million hours had been worked on the project without a lost time injury.

### **Bakerloo Line Extension**

On 21 January 2020, the London Borough of Southwark approved its contribution of up to £7.5m towards the integrated single ticket hall at Elephant and Castle that will enable construction of the Bakerloo Line Extension station box. This contribution will be matched by £7.5m from the TfL Growth fund and is a key step on the way to extending the Bakerloo line to Lewisham, and potentially beyond. We will be releasing a report on results of the recent consultation on our extension proposals on followed by a report

outlining our response to issues raised in summer 2020.

### **DLR extension**

The GLA recently held a 12-week consultation on proposals to support growth in the Thamesmead and Abbey Wood Opportunity Area. Thamesmead and Abbey Wood is one of the largest areas of opportunity in London. The draft OAPF supports the delivery of key physical and social infrastructure to the area, and the document sets out a range of growth scenarios and the transport infrastructure required to support the growth. As part of this, the Mayor has made a commitment to investigate the potential of extending the DLR to Thamesmead, via Beckton. Work through this OAPF shows that over 15,000 new homes and 8,000 new jobs could be delivered if the DLR was extended. The consultation on the OAPF closed on 10 March 2020, and once feedback to the consultation has been analysed, we will decide on how to take this work forward.

### **New London Overground trains on routes into Liverpool Street**

On 3 March 2020, the first new state-of-the-art trains were introduced onto the London Overground from Cheshunt, Chingford and Enfield Town into Liverpool Street. The new electric trains will increase capacity by around 10 per cent, with customers benefitting from air-

conditioning, free Wi-Fi, real-time information screens, USB charging points and more wheelchair spaces.

The trains will run as four-car trains and, at peak times, will have the option to be connected and operate as longer eight-car units. It is expected all the new trains will be in service by the end of June 2020.

### **Improving customer service on London Overground**

We listened to concerns raised by the trade unions around customer safety, and worked with Arriva Rail London, the operator of London Overground, which conducted a station-by-station review of the network, including consulting its staff for their views.

After a three-week consultation process, it was decided that ticket office opening hours will reduce at most London Overground stations. On 18 December 2019, South Acton and Bruce Grove reduced their hours as part of a phased roll-out plan.

For many of the busiest stations across the network, such as New Cross Gate, Walthamstow Central, Willesden Junction and Crystal Palace, there will be no changes to the operating hours of ticket offices. Stations with less busy ticket offices, such as Honor Oak Park and Carpenders Park, will have a staffed ticket office every weekday in the morning peak,

and staff will also be available for at least one day over the weekend.

The quietest ticket offices, such as Bruce Grove and Penge West, will retain a staffed ticket office every weekday in the morning from 07:30 until 10:00, so that they are staffed when customers need them most, ensuring a consistent set of hours across the network.

These changes reflect the way people now pay for their travel as many people choose to use contactless payments and mobile devices instead of paper tickets.

In parallel with the discussions on changes to ticket offices, the Mayor allocated £1m to invest in new technology to improve London Overground stations and make it easier for customers to get help when they need it. The new technology connects customers by video link to a member of staff who can help guide them through ticket purchasing and provide other assistance if needed.

### **Improving bus patronage Demand-responsive buses**

There is rising patronage on our second demand responsive bus trial following its launch in the borough of Ealing, where up to 40 per cent of residents and commuters historically prefer to use their own cars or taxis. It can be booked for a flat-rate fare of £3.50 and £2 each for additional passengers, and operates from

06:00 to 01:00, seven days a week, covering a catchment area from Southall in the west to the North Circular, and the A40 down to Boston Manor in the south.

### **New bus routes launched**

We continue to improve the London bus network. On 25 January, we saw the introduction of the new bus route 497 (from Hilldene Avenue in Harold Hill to Harold Wood station), the seventh new route introduced in the financial year. The other new routes were 301, 335, 278, 218, 306 and XI40 and routes 125 and 440 were extended. These service changes were supported with a combination of posters, local press, digital advertising and email marketing. The new XI40 limited stop route (from Heathrow Central Bus Station to Harrow Bus Station) was supported by advertising and the outside of the bus was designed to highlight key interchange stops along the route.

### **Woolwich Ferry**

On 10 February 2020 we confirmed our intention to bring the operation and maintenance of the Woolwich Ferry in-house by the end of 2020. The aim of bringing the service in-house is to focus on improving performance, ultimately providing better service for the two million customers who use it every year.

We explored the options ahead of Briggs Marine's contract expiring on 31 March

2020. We concluded that moving the operation and maintenance in-house would bring a higher level of control and, by using our experience and resources, improve customers' experience.

We expect the transition to an in-house operation to happen by the end of the year, after the necessary preparation and employee consultation has concluded. To support this, we have agreed a short contract extension with Briggs Marine.

### **London Passenger Pier Strategy**

Our London Passenger Pier Strategy was published in November 2019, providing strategic aims to support safe and sustainable growth in passenger journeys on the river. We are working with the Port of London Authority to identify options to support passenger growth as set out in the Thames Vision and we continue to work closely with them to maximise the output of the findings. The report is expected to be published in summer 2020.

River bus volumes have followed a steady growth trend over the years, contributed to by the opening of a number of new piers.

### **Innovator Cities collaboration**

Together with the Mayor, we have signed an agreement with Los Angeles to become 'Innovator Cities', enabling greater collaboration to tackle some of

the biggest transport issues facing cities around the world.

Under this pioneering agreement, the cities will work together to develop innovation challenges, identifying where similar problems exist and making sure that solutions developed in either city can work elsewhere in the world.

The agreement will also give companies the opportunity to take part in 'start-up exchanges', to enable start-ups to pitch their ideas in both London and the City of Los Angeles. This will ensure both cities can benefit from the best and brightest ideas to their common issues.

The London FreightLab will be the first innovation challenge to test this approach; the winning innovators will be given the opportunity to pitch their solutions to the Mayor's Office for the City of Los Angeles for the opportunity to go and test their ideas in another global city.

### **High Speed 2**

High Speed 2 (HS2) is the new high-speed railway currently under construction that will connect London to the West Midlands and the north of England. TfL's interface with the project comprises new infrastructure and operational facilities at Euston and Old Oak Common.



The government launched the Oakervee review in August 2019. It was published on 11 February 2020, alongside a recommendation from the Prime Minister that the project should proceed. The Oakervee review made several recommendations for the project. In the coming months we will work with HS2 Ltd and the DfT on how to address these, in particular the intention to use Old Oak Common as a temporary London terminus, as Euston will take longer to complete due to its complexity. We will continue to work with the DfT, HS2 Ltd and local authorities to explore new opportunities and mitigate potential risks to us and our customers.

We are establishing consistent ways of working with HS2 Ltd, its supply chain and across teams within TfL. The processes include: design development, work package delivery, technical assurance, communications, commercial procedures, requirements management, information management and project controls.

We are also working closely with the London Borough of Camden to develop a programme of strategic highways measures on roads surrounding Euston station in line with the Mayor's Transport Strategy and Healthy Streets approach. To date we have developed high level objectives and are shortly due to begin a series of stakeholder workshops to

capture local aspirations and inform design development.

### **London Borough of Culture 2020**

Following the success of the first Borough of Culture in Waltham Forest during 2019, Brent is the Mayor's London Borough of Culture 2020, and will celebrate with a programme of art, performance and events throughout 2020. We will work with the GLA and Brent to support the programme of events in appropriate TfL media channels such as our Time Out media partnership and on TfL social media channels. We will use this opportunity to encourage visitors to use public transport, walk and cycle to make the most of the fantastic events on offer.

To promote the programme, we have installed a specially commissioned Brent Borough of Culture roundel at seven London Underground and London Overground stations across the borough. We have also created a cultural map that showcases events during the year, which we will be promoting across the network.

### **Changes to Oyster card returns**

We have changed the way new customers can get their £5 deposit returned when their card is cancelled. Cards issued from 23 February 2020 will have the deposit automatically added to the card as a pay as you go credit after one year. This means many customers will receive their deposit while still using the card, rather

than waiting for a refund when they no longer need to use the card. This change does not affect customers who obtained their Oyster card before 23 February. All customers are still able to get any pay as you go balance on their Oyster card fully refunded whenever they choose.



# 6 New homes and jobs

## Overview

As one of London's largest landowners, our estate continues to play an integral role in meeting the Mayor's priorities to deliver the thousands of homes and jobs that the capital needs. Since 2016, we have developed an extensive pipeline of sites that will deliver 10,000 new homes and two million square feet of commercial floor space.

We have worked with a range of partners and community-led developers to bring assets such as carparks and disused land to develop a variety of developments including genuinely affordable housing that is accessible for first-time buyers as well as shared-ownership. Our pioneering work means that of all the homes we brought to the market since 2016, 50 per cent are genuinely affordable.

People are moving into the first 266 homes on our land, and construction is progressing well on a further 1,123 homes at five sites across London – Kidbrooke, Blackhorse Road, Fenwick South, Bond Street and Beechwood Avenue. This work has been crucial in helping to tackle London's housing shortage and we remain on track to submit applications for 3,000 homes by the end of March 2020.

In total, we also manage more than 2,000 commercial units which support a range of different businesses. Over the past four years, we have transformed our

commercial estate so that now 86 per cent of our tenants are small businesses.

## Crossrail 2

Working with our partners at Network Rail, we submitted our most recent Strategic Outline Business Case (SOBC) to the DfT last year, and which was reviewed by its Board Investment and Commercial Committee in late October 2019. The DfT confirmed that the SOBC can be used to support a decision on the project, which we expect to be part of the next Spending Review.

In the meantime, we have been preparing and refining a series of materials which will be used for the safeguarding consultation which is planned to take place later this year. At the same time the team has focussed its energy on the cost, estimate of the scheme, a piece of work fundamental to the Crossrail 2 submission to the Spending Review process.

The National Infrastructure Commission also published its annual monitoring report in February 2020, which includes strong support for Crossrail 2. Its Chairman, John Armitt said 'the government's key priorities for 2020 should include confirming its plans to go ahead with Crossrail 2 and committing to fund it in the spending review 2020'.

The commission said that it was 'important that London's transport issues are addressed alongside those in the rest of the country, given its economic importance'. The report also points out that London 'contributes to infrastructure investments in other parts of the country, with residents and businesses based in London paying £4,350 per head more in taxes than they receive in services'.

The assurance process continues with the Expert Review Groups and the Independent Assurance Panel meeting over the coming weeks and months to interrogate our work on tunnelling, the digital strategy and the cost estimate.

Local engagement continues with stakeholders to maintain momentum of the scheme.

### **Blackhorse View, Waltham Forest**

Construction of 350 homes, with 50 per cent affordable, at our site in Blackhorse Road is progressing well with our partner, Barratt London. At the end of January, we completed the foundations and the ground floor slab. The frame superstructure is now going up at the rate of one floor every two-and-a-half weeks.

The first people will be moving in during early 2021.

### **Kidbrooke, Greenwich**

With our partner, Notting Hill Genesis, we have started building 619 new homes at

our site in Kidbrooke, again with 50 per cent of the homes being affordable. The site has been cleared and work is now under way to remediate the land ahead of piling starting this summer. Once built, the Kidbrooke station square will provide new landscaped areas, green spaces and play areas alongside a new purpose-built nursery and commercial units specifically targeted at small businesses.

We are delivering thousands of new affordable homes across the TfL estate



### **Woodside Park, Barnet**

Our development partner, Pocket Living, received a resolution to grant planning permission in principle at Woodside Park from the London Borough of Barnet in January 2020. This site will deliver 86 affordable homes, specifically aimed at local first-time buyers. Pocket Living is currently working to progress the formal

application for planning permission and hopes to start construction later this year.

### **Southall Sidings, Ealing**

We have submitted proposals for more than 440 homes, with 40 per cent affordable, at our site in Southall. This is the first site submitted by Connected Living London, our major strategic build-to-rent partnership with Grainger plc.

### **Canons Park, Harrow**

We have submitted a planning application for the first of our Harrow car parks sites. We are working in partnership on these three sites with Catalyst Housing, and at Canons Park we will deliver 118 homes, all of which will be affordable.

### **Bollo Lane, Ealing**

We have been working closely with Ealing Council officers, the GLA and the local community to bring forward a scheme with 875 homes at Bollo Lane, next to Acton Town station. Half of the homes will be affordable. Our proposals will also provide a new green corridor creating a continuous and safe pedestrian walkway between Acton Town and Chiswick Park. The pre-application consultation closed in February and a planning application is being submitted by the end of March 2020.

### **Wembley Park, Brent**

Alongside our partner, Barratt London, we are developing around 400 homes, with

50 per cent affordable housing next to Wembley Park station. This site also provides train crew accommodation and office space for more than 200 people. We will relocate the office space, integrating it into the new buildings, thereby creating modern, sustainable office space alongside hundreds of net-zero carbon homes. We have engaged extensively with the borough and local community and are on track to submit a planning application in March 2020.

### **Nine Elms, Lambeth**

Next to and above Nine Elms station, this is one of our Connected Living London schemes, and we will be submitting a planning application in March 2020 for 479 homes to rent, with 40 per cent affordable housing. Our development will also provide over 900 square metres of new open space with a new public square.

### **Montford Place, Lambeth**

Located near the Oval cricket ground, Montford Place is a Connected Living London development and we are submitting a planning application in March 2020 for 139 build to rent homes, again with 40 per cent affordable housing. This scheme will provide over 2,500 square metres of commercial space and will incorporate mews space to bring together residents, workspace users and the existing local community.

### **Arnos Grove, Enfield**

Situated on Arnos Grove station car park, we intend to build around 150 new build-to-rent homes of which 40 per cent will be affordable. This is another application being delivered through Connected Living London, our long-term partnership with Grainger.

### **Stanmore, Harrow**

In March 2020 we will be submitting a planning application at Stanmore station car park, which will provide an extra 281 homes, all of which will be affordable. In partnership with Catalyst Housing, these proposals will also allow us to provide step-free access to the station.

### **Rayners Lane, Harrow**

We are submitting a planning application in March 2020 for 128 new homes at our car park in Rayners Lane, Harrow. Another of our schemes in partnership with Catalyst Housing, this will provide 100 per cent affordable housing.

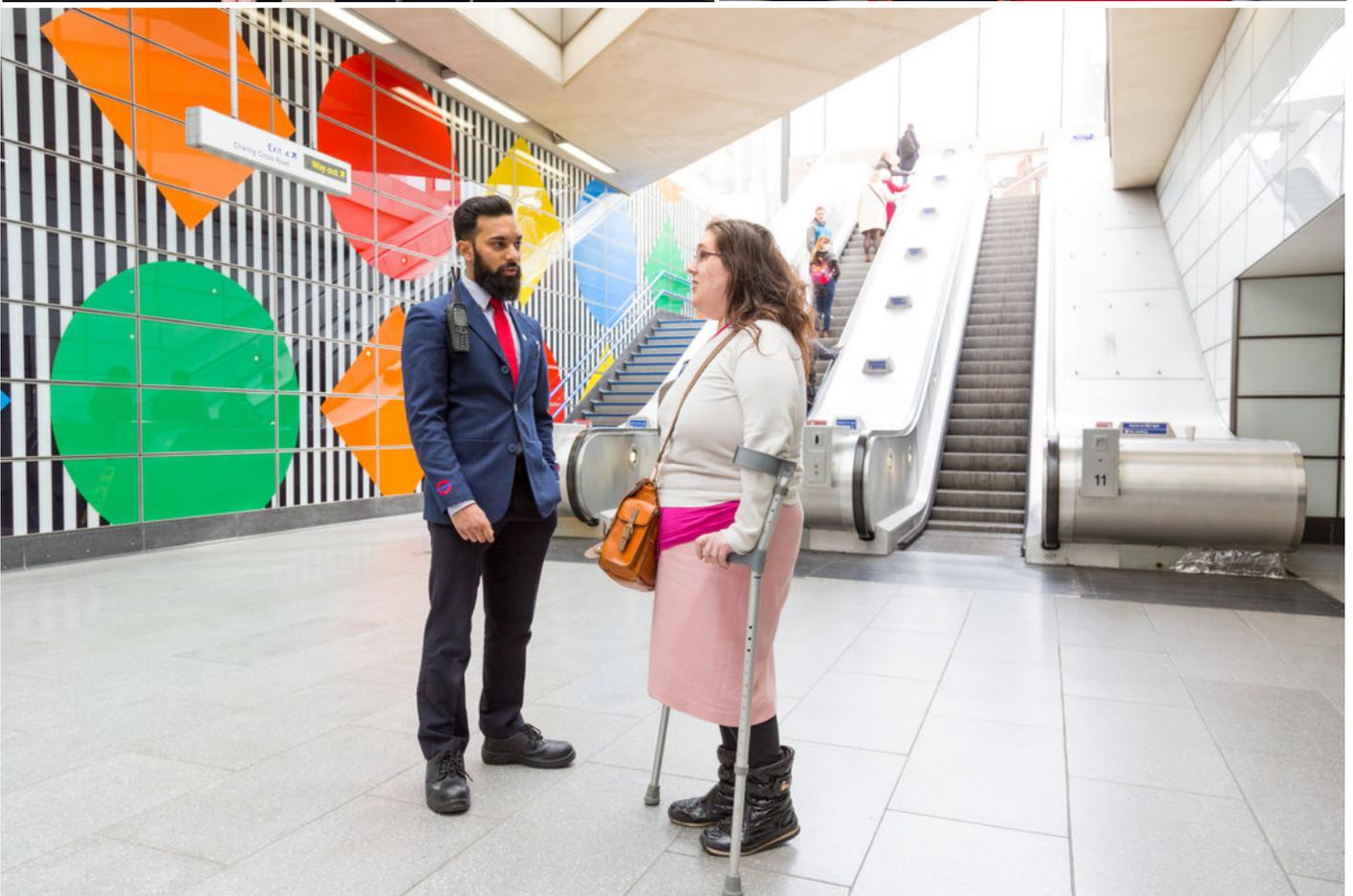
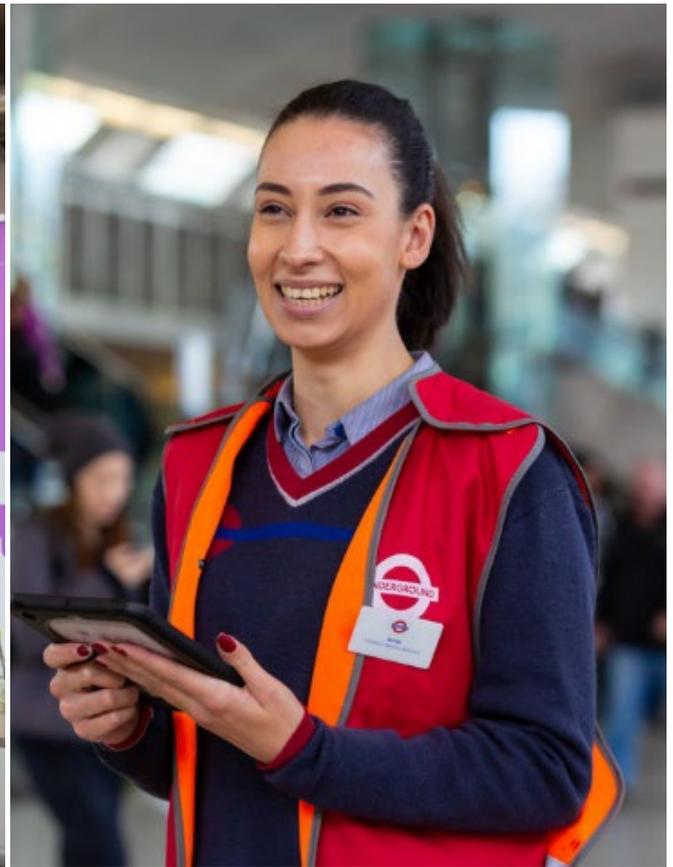
### **TfL Development and Economic Growth Conference**

On 4 March 2020, we played an integral role in the 'TfL Development and Economic Growth' conference. Hosted by Built Environment Network on behalf of TfL, this conference brought together over 300 stakeholders from the construction, infrastructure and transport sectors to discuss how to unlock the housing and growth that London and the

rest of the UK needs. Speakers from across the organisation contributed to discussions as wide ranging as our strategy and vision, the future of the Bakerloo Line Extension and a focus on borough transformations in Waltham Forest and Morden.



We recently brought together more than 300 stakeholders to discuss the important role transport has in future development and economic growth in London



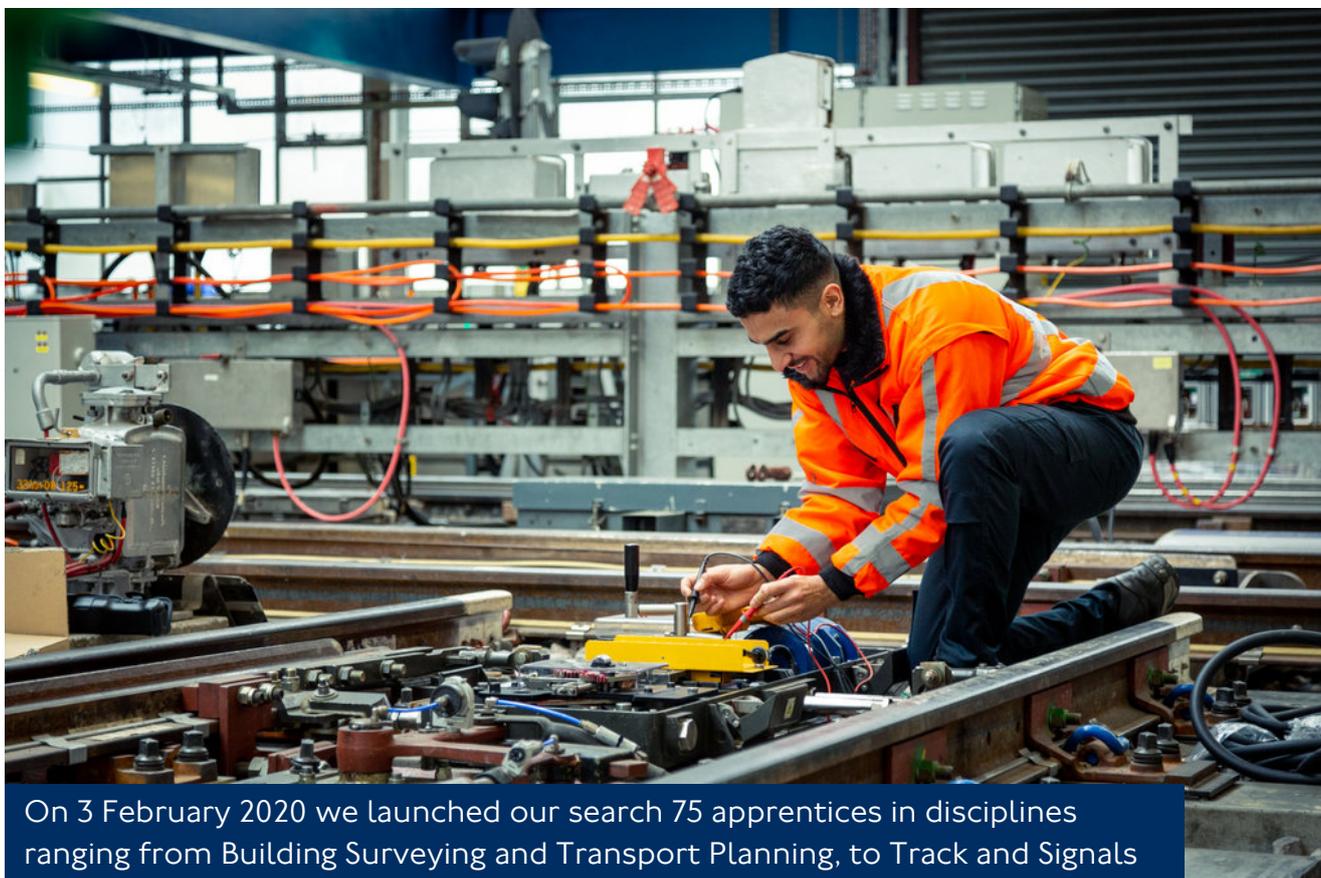
# 7 Our people

## Overview

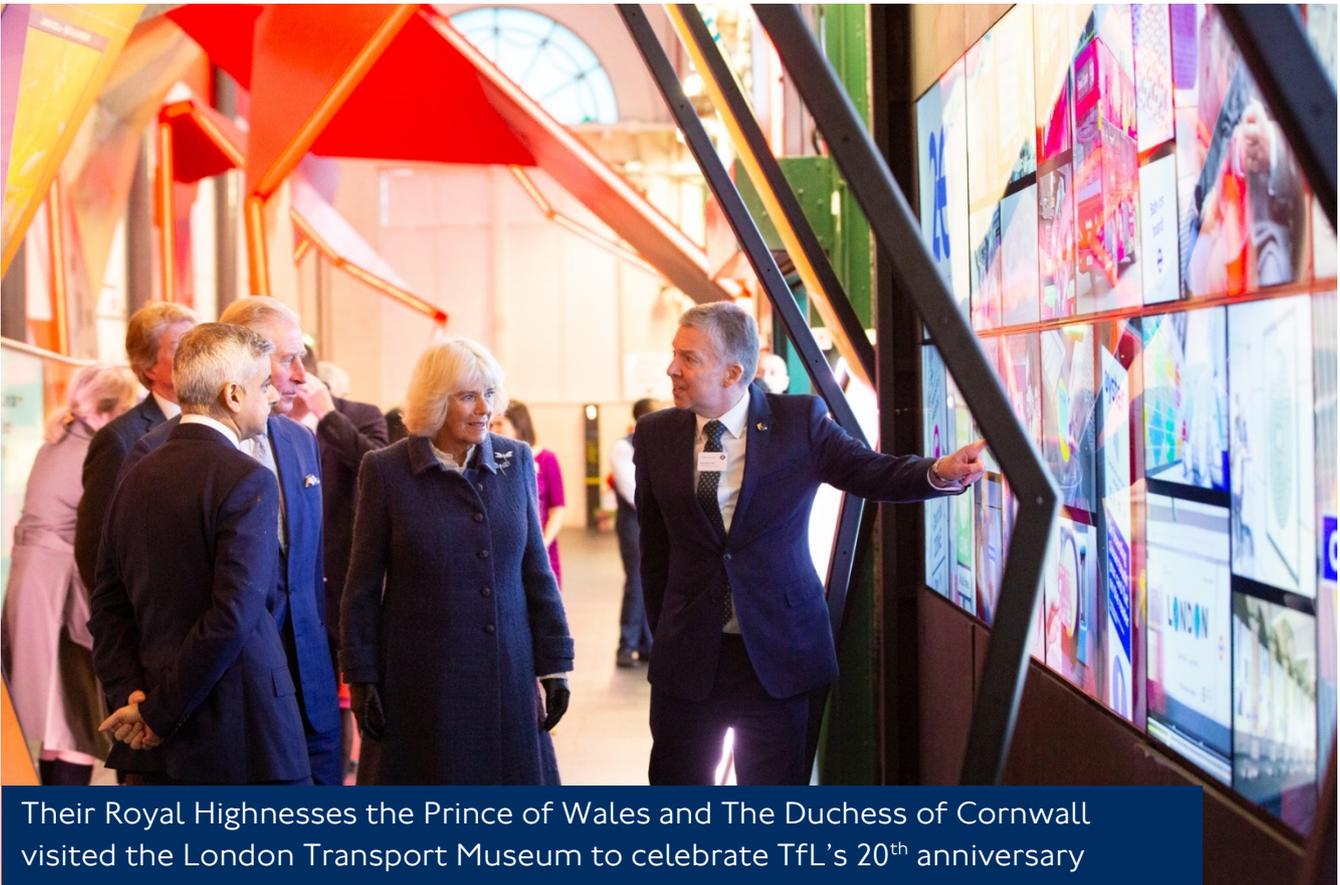
Achieving our priorities is completely dependent on our people and it is essential we continue to develop our workforce to ensure it is representative of the city we serve. Our vision has been to make our organisation a great place to work for everyone, and we have worked hard to ensure our employees are safe, engaged, valued and united by a passion to serve London.

Improving diversity is key to achieving this. In 2018/19, 37 per cent of new hires

were women and 30 per cent of our workforce is now black, Asian or from a minority ethnic background (BAME). However, there is more work to be done. We have taken steps to help women and people from BAME communities to access senior, higher paid roles and have widened access to mentors and coaches. Over the past four years, we also launched a Diversity and Inclusion dashboard, building on our Gender Pay Gap and Ethnicity Pay Gap reports to create a more complete picture of the experiences of our employees.



On 3 February 2020 we launched our search 75 apprentices in disciplines ranging from Building Surveying and Transport Planning, to Track and Signals



Their Royal Highnesses the Prince of Wales and The Duchess of Cornwall visited the London Transport Museum to celebrate TfL's 20<sup>th</sup> anniversary

From partnering with the Mayor's Our Time programme for women across the GLA Group to supporting six staff network groups and expanding our Stuart Ross Communications Internship for young people from diverse backgrounds, we have been committed to opening opportunities for as many people as possible across the organisation.

We are also committed to continuing our work to protect our frontline staff to prevent work-related violence and aggression against our colleagues. Our people will always have the right to work without fear of being assaulted, abused or threatened and we have implemented rigorous training, support networks, and the tools frontline staff need to feel safe, and will always seek the toughest punishments for those who abuse them.

#### **Work-related violence**

Body-worn cameras are being trialled by colleagues at Stratford Bus Station as we explore the potential of existing technology to enhance personal security and give our employees more confidence in their roles. Initial feedback suggests cameras may be able to provide an extra layer of assurance and that they can change customer behaviour when passengers notice both their actions and those of staff are being recorded. We are looking to roll these out to operational staff across the organisation in the summer.

#### **Royal visit to the London Transport Museum to mark 20 years of TfL**

On 4 March 2020, to celebrate TfL's 20<sup>th</sup> anniversary, Their Royal Highnesses, The Prince of Wales and The Duchess of Cornwall paid a visit to the London Transport Museum.



The couple travelled from Clarence House to the museum on one of our new electric buses accompanied by the Commissioner and Gareth Powell, the Managing Director of Surface Transport, and were welcomed at the Museum by the Mayor. The couple met a wide range of our staff, including apprentices.

The couple also unveiled a TfL20 plaque to commemorate the visit and were presented with personalised roundels by the Commissioner.

**International Women’s Day 2020**

To mark International Women’s Day, we installed new roundels at five Underground stations – Covent Garden, Maida Vale, Seven Sisters, Upton Park and Victoria. Maida Vale became the first station to be fully staffed by women when it opened during WWI, and the first female London Underground train driver, Hannah Dadds, started her job at Upton park station. The new roundels are green, purple and white and have been inspired by the suffragette movement. They have been designed by Jenney De Sousa from

Customer Information Design & Partnerships and depict the coming together of women in solidarity, friendship and support. A photo exhibition featuring 20 of our female colleagues is being displayed at Victoria Tube, coach and bus stations.

**Women in Tech award**

Our Women in Tech community has won WeAreTheCity’s 2020 ‘TechWomen100 - Network of the Year’ award. Women in Tech is a sub-group of our Women’s Staff Network Group and since launching in March 2017 it has worked to raise awareness, encourage more women to consider careers in Science, Technology, Engineering and Mathematics (STEM), and support those already in technical roles to develop and progress.

Each year the committee engages with over 400 staff members as well as external guests, supporting women to gain confidence and develop new skills. It provides coding workshops, advice, mentoring, shadowing, sponsorship, tech

career talks, and networking opportunities for women who are interested in tech.

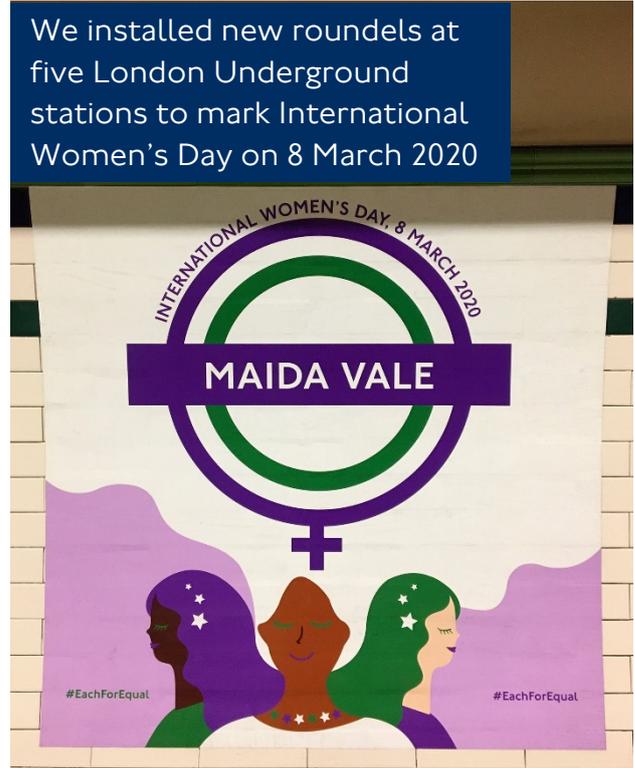
### Youth Panel

Our Youth Panel gives our city's young people a direct voice within our policy and decision-making process. It consists of around 25 volunteers, aged 16 to 25, who regularly travel in London. The panel members play an important role in helping to create a transport network that works for young people across our city; representing youth audiences in our campaigns, projects and consultations. Panel members build their teamwork, project management and debating skills by helping to organise and run our annual Youth Participation Day at the London Transport Museum. Annual recruitment for our Youth Panel closed on 29 February 2020.

### Supplier Skills Apprenticeship Fair

On 27 January 2020, to mark the start of National Apprenticeship Week, we hosted the annual Supplier Skills Apprenticeship Fair, Get into Transport. This was in partnership with HS2 Limited, Heathrow Airport, Network Rail and the National Skills Academy for Rail (NSAR) as well as our GLA partners, the London Fire Brigade and the Metropolitan Police.

Over 730 attendees were invited to tour 43 stands at the fair and discuss more than 500 apprenticeship opportunities with our supply chain partners. The day



was a success with 1,771 expressions of interest with suppliers, who will now invite interested attendees to apply for their vacancies.

Nusrat Ghani MP, the then Parliamentary Under Secretary of State for Transport, opened the event which was held on the first day of National Apprenticeship Week.

### Disability Equality Training

Our industry-leading Disability Equality Training (DET) programme has been awarded the 'Industry Initiative' award by transport and disability rights campaigners, Transport for All. DET gives staff the skills, knowledge and confidence

they need to support disabled Londoners, ensuring they are able to travel with freedom and independence.

The training was first introduced to London Underground managers in 2017 and since then it has grown from a workshop for front-line teams to a pan-TfL course training over 1,600 people, including a guided journey with a disabled customer. Winning this inaugural award is a fantastic achievement – making sure we understand the challenges faced by our customers with accessibility needs is essential to helping us deliver a transport network that works for everyone.

### **LGBT History Month**

On 3 February 2020, we launched a series of events to celebrate LGBT History Month led by our LGBT+ staff network, OUTbound. We are committed to championing a safe and inclusive work environment so LGBT+ colleagues can be authentic, celebrate who they are and have equal opportunities.

OUTbound provides LGBT+ staff with opportunities to connect with one another to support and help them develop. Working alongside charities and community interest groups in the LGBT+ community, we are committed to championing colleagues to be authentic at work because people are more productive when they no longer need to hide their

identity and which more importantly, helps them lead happier and better lives.

### **Digital workplace**

Our Digital Workplace programme continues to provide new technology and upgrade existing technologies to enable flexible, smarter working across TfL. Improving the tools people need to do their jobs, and providing better ways to connect, communicate and work together will benefit both head office and frontline colleagues. The latest improvements include:

- Deploying 8400 new desktops and 3100 new laptops
- Making Office 365 software available to all staff
- New Tech Hubs at head office buildings – providing support and advice to improve the technology experience and reinforce new ways of working
- A new Laptop Loan Service to further enable Smart Working and provide even more colleagues with the tools needed to do their job.

### **Contact Centre Top 50 award**

For the eighth consecutive year, our Customer Contact Centre ranked in the UK Top 50 Contact Centres. We significantly improved our position, moving from 37th place to 27th driven by

improvements in the overall quality of service.

### **Mental health awareness**

#### **Time to Talk campaign**

TfL supports Time to Change, a growing social movement working to change the way we all think and act about mental health problems. The designated Time to Talk Day was Thursday 6 February.

Our Peer Supporters Group organised many varied and interesting events across the business to promote the day, including:

- Mental Health talks – offered by Occupational Health and Wellbeing and WellMent
- Video sessions and discussions on mental health
- Mental health quizzes
- Breathing and meditation sessions
- Tea and cake
- Lunchtime walks
- Gratitude thread running on Yammer posted under #timetotalk

#### **HeadSpace**

Meditation has been shown to reduce stress symptoms and improve sleep. TfL employees continue to have access to Headspace, an app with guided meditations

to practice mindfulness. The app has over 1,000 hours of content ranging from stress to self-esteem, dealing with change or public speaking, about pregnancy or being a new parent.

TfL employees have free access to the app until 14 August 2020. So far over 12 per cent of employees have signed up, with a total of 442,365 minutes of meditation completed.

### **Type 2 diabetes educational programme**

Our Occupational Health and Wellbeing team has partnered with the South London Health Innovation Network to offer employees diagnosed with type two diabetes a choice of courses, both online and face to face.

These courses delivered by NHS approved providers are designed to help people with diabetes manage their condition better through making healthier lifestyle changes.

Employees can gain access to a nurse diabetes specialist and/or a personal dietitian diabetes specialist to provide support and advice on a whole range of topics including nutrition, exercise, sleep and mental wellbeing.

By maintaining a healthy lifestyle and becoming more confident to manage their condition, employees can benefit from:

- Reducing their risk of diabetes complications
- Improved blood sugar, blood pressure and cholesterol levels.

**Innovate Final**

On the 26 February we hosted our fifth annual Innovate Final in association with Cleshar. The Innovate challenge is open to all London schools with a year 12 cohort (16/17-year olds) with teams competing to develop innovative ideas to help TfL meet the Mayor’s transport priorities.

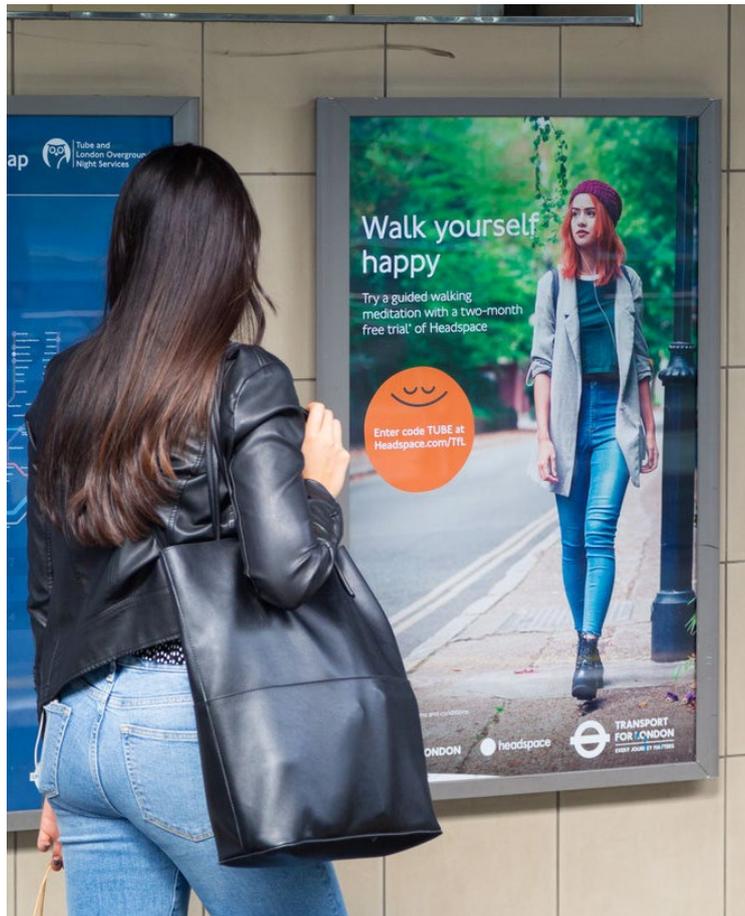
Innovate gives young people the opportunity to tackle real world challenges, take on responsibility and

work as a team to overcome obstacles and create solutions.

This year saw a total of 43 schools take part, including 11 girls schools, with four teams competing in the final at Endeavour Square. The winning team were Team Infinity from Greig City Academy, whose winning idea was to provide solar panelled CCTV cameras at bus stops to improve safety and promote public transport use.

All finalists will receive work experience at TfL over the summer as we look to build on their enthusiasm, nurturing the next generation of transport professionals.





# 8 Securing value and generating income

## Overview

We are uniquely placed to use our assets and skills, as well as our advertising estate, to generate long-term revenue streams to reinvest back into our network. A more diverse range of income also supports our financial security, as we will be less dependent on the UK and London economy.

Our ambition has been to become the best partner to promote and understand business in London. Since 2017, we have made a £80m investment to improve our digital advertising estate to reach an advertising audience of around 1.5 billion people per year. In the past few years we have capitalised on our unique environment which enables us to provide fully immersive advertising opportunities and partnerships, and is supported by our globally recognised brand.

Given the financial headwinds over the past four years, including the removal of the government subsidy and an uncertain economic outlook, we have also undertaken work to strengthen our financial position and become a more efficient and modern organisation. The initial phase of our savings programme started in 2015/16 and delivered annualised savings of £747m by the end of the 2018/19. Operating costs, on a like-for-like basis, adjusting for new services, restructuring and other one-off costs, have decreased

every year from 2015/16 and are now £200m lower. We have also seen a reduction of almost 4,000 posts in the last four years which has improved our end-to-end processes, removing duplication and simplifying accountabilities.

In addition, we have undertaken a long-term estate management strategy to consolidate our head office accommodation and have reduced our use of non-permanent labour by 60 per cent. All this work means that we are on track to generate an operating surplus for the first time in our history by 2022/23, meaning we will cover the cost of financing, maintaining, operating and renewing our transport network.

We continue to build our commercial partnerships to raise money that we reinvest back into the transport network



## **Tackling fare evasion**

### **New Routemaster front-door boarding**

On 10 January 2020 we confirmed that all New Routemasters will be converted to make the middle and rear doors exit only. On 25 January we extended the roll out from routes 8 and N8 to the 55 and 267.

Early indications suggest that fare evasion dropped by more than half during a trial of front-door-only boarding on route 8, with no adverse effect on service efficiency.

Customers were advised of the changes to boarding through emails and on-board announcements. Signage will continue to be updated on buses as the changes are rolled out and customers with wheelchairs and pushchairs will continue to be able to board through the middle doors.

### **Tackling fare evasion on the Tube**

We are creating 60 new roles to help combat fare evasion across the London Underground network.

Successful candidates will support our London Underground revenue team by boosting our intelligence to understand where and when we're losing revenue and by providing a uniformed presence to deter fare evasion across the network. The aim is to strengthen our existing revenue team by:

- Ensuring customers have valid travel documents
- Issuing penalty fares and taking appropriate action for ticket irregularities and anti-social behaviour
- Working with the Police to support safer travel and improve customer confidence, for example by supporting joint revenue exercises

Our new team will provide extra support to tackle persistent fare evaders. The new roles should help to reduce the amount of money we lose each year through ticket irregularity and fraud.

### **Oyster photocard fraud convictions**

We have a zero-tolerance approach towards fraud committed on our network and all allegations are taken seriously. We seek to prosecute those who commit offences and recover losses where possible.

Two fraudsters, convicted of misusing social media platforms to offer and process fraudulent applications for zip Oyster photocards, have received jail sentences and were ordered to pay significant compensation to TfL. A diligent TfL employee provided valuable intelligence to our Counter-fraud & Corruption team, which led to the identification of an organised, widespread network of fraud involving thousands of fraudulently obtained cards, which were

subsequently stopped to prevent further misuse.

A number of arrests have been made during a joint TfL/BTP operation and enquiries are continuing.

Following hearings at Inner London Crown Court on 12 February and 26 February 2020, Anjum Ali Saiyad and Mohammed Essa were convicted of conspiracy to defraud TfL. Mr Saiyad was sentenced to 12 months imprisonment and ordered to pay TfL compensation of £5,122 and costs of £525. Mr Essa was sentenced to two years imprisonment, suspended for the full term, and ordered to complete 200 hours of community service. A Proceeds of Crime Act agenda has been set with the intention of recovering the benefit made from this fraud by Mr Essa, believed to be £42,000.

Further charges are expected in the near future against other identified suspects.

### **Streamlining Apple Pay**

We have partnered with Apple to make it easier for customers to pay to travel using Apple Pay. With the new Express Mode, customers no longer need to authenticate their payments with Face ID or Touch ID. Once they have selected a card for travel, the customer can just tap their iPhone or Apple Watch on the yellow card reader and go. The partnership has earned TfL

£300,000, with a further £150,000 for the use of our branding.

### **Diversity in Advertising**

For the second year, City Hall and TfL have announced the winner of their Diversity in Advertising competition designed to tackle tokenism, combat stereotypes and make advertising in London more representative of the capital's rich ethnic diversity. Hosiery brand, Nubian Skin's A Different Kind of Nude campaign, has won £500,000-worth of prominent advertising space on the TfL network. Working with TfL's media partners, Global and JCDcaux UK, the competition called on brands to create adverts that offered authentic portrayals of London's Black and Minority Ethnic communities. London is one of the most diverse cities in the world, with 40 per cent of its population identifying as being black, Asian or from a minority ethnic background.

However, while there has been improvement in the visibility of people from varying ethnic backgrounds in adverts, more than 60 per cent of adverts still feature only or majority white people. Concerningly, studies have shown that where ethnic minority representation exists, communities do not always feel those portrayals are relatable or realistic.

The competition follows research carried out by Lloyds Banking Group, in 2018,

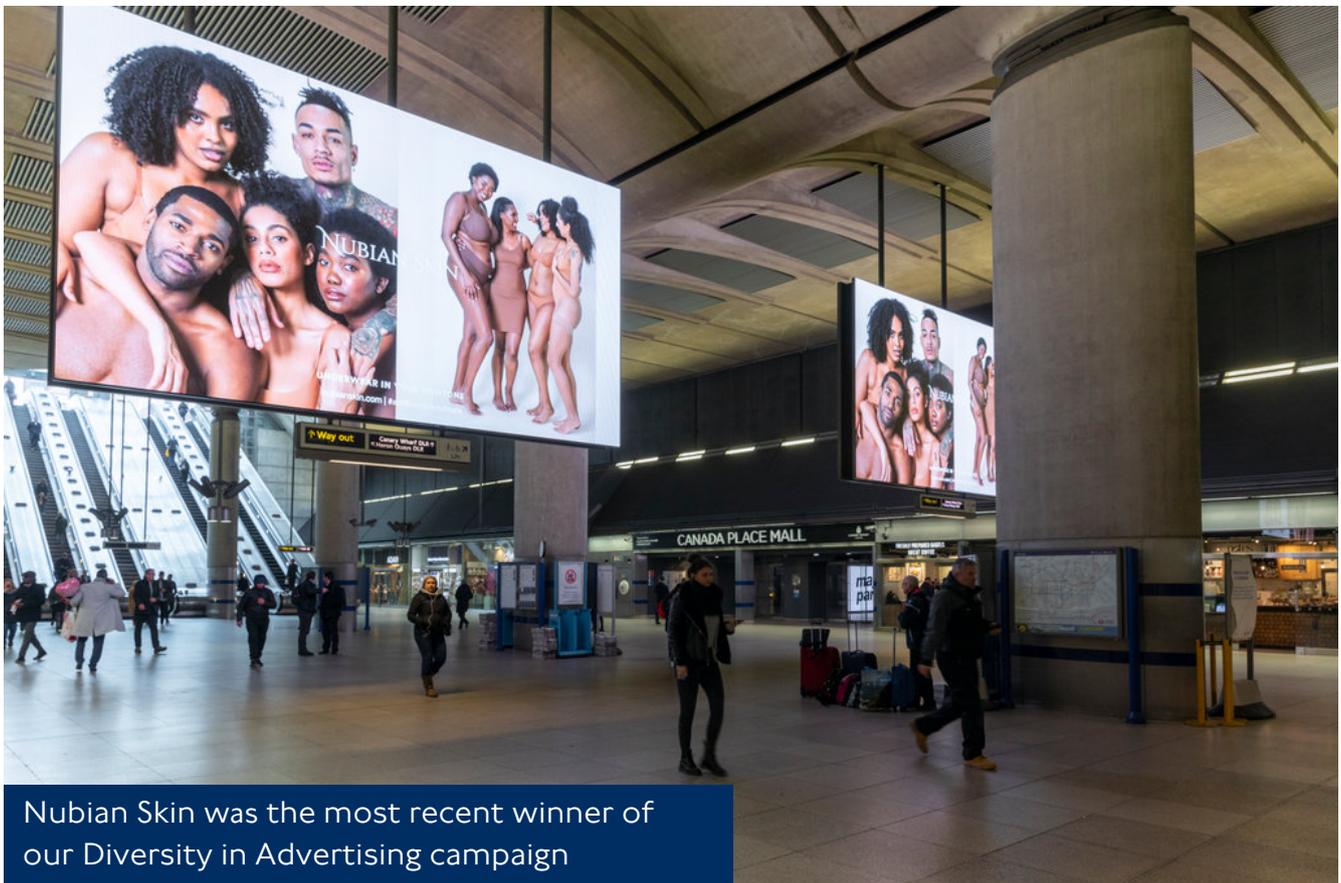
which revealed that 34 per cent of black people and 30 per cent of people from mixed ethnic backgrounds felt they were inaccurately portrayed in advertising. Nubian Skin's winning campaign, which challenges assumptions surrounding the word 'nude' in the fashion industry, was chosen due to its bold and inclusive imagery that embraced a range of ages and body types as well as skin tones.

The brand was also commended for the genuine practical needs its products were created to meet. For many women of colour, finding suitable skin tone hosiery and lingerie had not been an option, but

Nubian Skin aims to redefine 'nude' and encourages women and men of all ethnicities to feel included and appreciated. Following entries from brands and advertising agencies, the submissions were reviewed by a panel of judges comprising advertising and media industry experts and City Hall and TfL representatives. The judges were specifically looking out for a campaign to act as a catalyst to change perceptions and drive change in the industry.

### **55 Broadway**

In January and February 2020, around 30 farewell tours of 55 Broadway were



Nubian Skin was the most recent winner of our Diversity in Advertising campaign

organised and given by TfL staff for their colleagues, as well as outside organisations including the 20th Century Society and London Historians. Highlights of the tour included a visit to the flagpole level, 14 stories above London, and the former executive offices on the 7th floor. In conjunction with these tours, TfL's Corporate Archives set up an exhibition on the 10th floor of 55 Broadway featuring documents, blueprints, and a slide show about the building. The tours were done on behalf of the Railway Children charity, and over £1000 was raised from those attending.

## **Commercial partnerships**

### **PICARDilly Circus**

Piccadilly Circus station was renamed PICARDilly for 48 hours from Wednesday 15 January to Thursday 16 January 2020 to celebrate the launch of the new Amazon Prime Video original series, 'Star Trek: Picard'.

The Grade-II listed station was rebranded PICARDilly Circus, with special roundels in the ticket hall and platforms. Specially created signage and posters, inspired by the new series, were installed throughout the station. Special public service announcements were also made, advising customers on how to avoid card-clash and to 'take care when using stairs, escalators or transporters' while travelling through the station. This ran

alongside high-impact media takeovers of platforms and corridor areas, delivered by TfL's advertising partner Global, which remained in place for two weeks.

We developed this two-day marketing campaign in partnership with Amazon, Initiative and Global Media. By using our advertising estate and in-station environments, advertisers have access to flexible and dynamic opportunities to connect with their target audiences, while we generate vital revenue for London's transport network. This promotion earned £274,000 for reinvestment into our services.

### **Google Pay**

From 9 March 2020, Google Pay has sponsored the yellow Oyster Card Readers across the London Underground network for a one-year period, securing £1.5m.

### **Done London**

NSEW is a new capsule collection of clothing from Lewisham-based streetwear company Done London. Handprinted with Tube directions in corresponding colours, the collaboration is endorsed by TfL. It includes a Northbound design in black, Westbound in red, Southbound in blue, and Eastbound in orange.

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March 2020

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